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BEFORE THE
SURFACE TRANSPORTATION BOARD

STB FINANCE DOCKET NO. 36514

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

INITIAL SUBMISSION OF 409 STATEMENTS SUPPORTING PROPOSED TRANSACTION

Canadian National Railway Company ("CN") is extremely encouraged by the overwhelmingly positive response to the proposed CN-KCS combination. Today CN is submitting 409 letters from stakeholders supporting the transaction, all of whom first learned of the proposed combination after CN's public announcement on April 20, just four business days ago. CN expects that many more will submit letters in the coming days.

The enclosed letters come from a wide range of interested parties—from customers, to local governments, to logistics providers, to short line railroads, to rail suppliers. Indeed, a number of the customers whose letters are enclosed previously submitted support for a proposed CP-KCS transaction. While the letters reflect a diversity of perspectives, a few common themes emerge. Many recognize the inherent benefits of longer single-system service, and the value to rail shippers of an extended market

reach. Others are enthusiastic about CN's vision for a CN-KCS combination—a vision that is fundamentally about growing business by becoming more competitive with trucks and creating a true USMCA railroad. Others express appreciation for CN's willingness to work within the Board's existing merger rules without seeking a waiver.

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

Respectfully submitted,

Sean Finn
Olivier Chouc
CN
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Montreal, QC H3B 2M9
CANADA

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/s/ Raymond A. Atkins
Raymond A. Atkins
Terence M. Hynes
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Counsel for Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries

Dated: April 26, 2021

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82. Centennial Gas Liquids, ULC
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85. Charles City Rail Terminal, LLC
86. Mr. David A. DeTroye, City Administrator/Clerk/Treasurer of Chilton, WI
87. TRANSPORTES CHUVIALCO, S.A. de C.V.
88. CIFFA Canadian International Freight Forwarders Association
89. CIT Rail
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95. Coca-Cola Canada Bottling Ltd (converted pdf)

96. Coco Group
97. Cofomo
98. ColdFront
99. Communications Transcript
100. Computer Connection of CNY, Inc.
101. Conagra Brands
102. Canadian Rail Equipment Works & Services Inc.
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105. Dairy Fountain Inc./Fountain Food and Beverages Ltd. (converted pdf)
106. Dakkokta Integrated Systems, LLC
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110. DeerGarden Resources Ltd.
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114. DICEX INTERNATIONAL INC.
115. DICEX LOGISTICA S.A. de C.V.
116. DICEX, S.A. de C.V.
117. Divine & David Inc.
118. DP World-Americas
119. Duos Technologies Group, Inc.
120. East & West Transportation
121. Eastman Kodak
122. ED&F Man Liquid Products LLC
123. Effingham Equity
124. Effingham Railroad Company
125. Evergreen Shipping Agency (America) Corp.
126. Evolution Powersports
127. Ferrous Processing & Trading Co.

128. Food, Health and Consumer Products of Canada
129. Fine Choice Foods LTD
130. Freightera Logistics Inc.
131. Fremantle Trailer Repairs Ltd.
132. FX Innovation
133. G2 Logix
134. G3 Canada Limited
135. G4S Canada
136. Galaxy Lithium Canada Inc.
137. GCT Global Container Terminals Inc.
138. Genesis Supply Chain Services LTD
139. GESCO Group of Companies
140. GIO Railways
141. Globco International Inc
142. Go Expedited
143. Good Food for Good Inc.
144. Goodrich Terminal Ltd.
145. GrainsConnect Canada Operations Inc.
146. Grande Cheese Company Limited
147. Grandmother's Bake Shoppe
148. Granite Telecommunications
149. Greater Memphis Chamber
150. Greenfield Global (converted pdf)
151. Grizzly Oil Sands ULC - Support Letter
152. Groupe St-Henri (GSH)
153. Groupe Transit
154. Guycan Plastics Limited
155. Hallcon Corporation
156. Handy at Heights Construction Inc.
157. Heritage Marine
158. Herzog Rail Services, Inc.
159. Holland, L.P.

160. Holt Logistics Corp.
161. Hopewell Logistics Inc.
162. Hudson's Bay Company
163. Hunt Refrigeration (Canada) Inc.
164. Hutchison Port Holdings
165. HyLife Foods Canada
166. HyLife Food Windom, MN
167. IAT International Inc.
168. IDMR Solutions Inc.
169. Illinois Manufacturers' Association
170. Indiana Business Railroad
171. Indixio Inc.
172. Infosat Communications LP
173. Infosys Limited
174. Intermobil Terminal
175. Interstate Asphalt Corp.
176. Iron Road Software & Simulation
177. Ironhead Marine, Inc.
178. ISAAC Instruments Inc.
179. ITONICS GmbH
180. Ivaco Rolling Mills L.P.
181. Javelin Global Commodities (UK) Ltd.
182. JDS Energy & Mining Inc.
183. JNL Industrial Supply Ltd.
184. John Hunter Company
185. Johnvince Foods/Planters Canada
186. Jones Lang LaSalle Real Estate Services, Inc.
187. JRB Strategic Consulting
188. Keystone Shipping Co.
189. KFI Inc.
190. Knox Kershaw Inc.
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192. Kristom International Inc.
193. Krusinski Construction Company
194. L&T Services, LLC
195. Laberge Transport
196. Lakehead Construction Inc.
197. Last Mountain Railway
198. L.B. Foster
199. Lee & Associates of Illinois, LLC
200. Lee-Potter S.E.N.C
201. Lehigh Cement
202. Les Entreprises Ekyrail Inc.
203. LGP Energy Inc.
204. Lilee Systems
205. Lincoln County Economic Development Corp.
206. Linear Logistics
207. Livingston Transportation Inc.
208. Logibel
209. Logimethods
210. Logistic Dynamics, LLC
211. Logistical Data Services
212. Lottridge Tire & Retreading Inc./Lottridge Tire Mississippi, Inc.
213. Louisiana-Pacific, Corporation
214. Loyal Express Logistics
215. Mayor Darwin Nelson, Lucedale, MS
216. Mammoth Project Services (Mammoth)
217. Maple Leaf Foods
218. Maritime-Ontario Freight Lines Limited
219. Matagami Transload
220. Materiaux Blanchet
221. MAXA AI Inc.
222. Max-Atlas Equipment lnternational Inc.
223. McCain Foods

224. MCL McGill Carriers Ltd.
225. Mediterranean Shipping Company (Canada) Inc.
226. Mediterranean Shipping Company USA Inc.
227. Medlog Canada
228. Metal Ox Warehousing & Logistics
229. Metro East Industries Inc.
230. Microfocus Software Canada
231. Mineral Range Inc.
232. Minhas Furniture House Ltd
233. Mississippi Export Railroad Company (MSE)
234. Mississippi Forestry Association
235. Missouri Sugars, LLC
236. Midstream Energy Partners (MEP)
237. MMI Freight Systems Inc.
238. MobilEx Terminal Ltd.
239. Molto Properties
240. Montreal Gateway Terminals Partnership
241. Montreal Port Authority
242. Montship Inc.
243. Morgan's Transport Refrigeration Services Ltd
244. Motive Rail, Inc.
245. Mphasis Ltd.
246. N.A. Freight Logistics
247. Nakina Lumber Inc./Longlac Lumber Inc.
248. NASCENT Technology LLC
249. National Silicates
250. National Steel Car Limited
251. Nature’s Path Foods
252. New World Fuel S.A. de C.V.
253. New World Global, LLC
254. New York Air Brake LLC
255. Nordic Kraft L. P.

256. North Atlantic International Logistics
257. North Country Chamber of Commerce
258. NorthStar Frontier Services, Inc.
259. NOVIPRO Inc.
260. Ocean Spray Cranberries, Inc.
261. OCR Canada
262. OEC Group
263. Oleum Energy Solutions LLC
264. Oshkosh Chamber of Commerce
265. Overture Promotions
266. Parsec, Inc.
267. Paterson GlobalFoods Inc.
268. Pehler Oil LLC
269. Pembina Midstream (U.S.A.) Inc. (PMidUSA)
270. Pembina Pipeline Corporation
271. Pennsy Corp.
272. Pinnacle Renewable Energy Inc.
273. PiVAL International
274. Pizza Pizza Ltd.
275. Platinum Track Services Inc.
276. Precision EFI
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278. Premier Cooperative Inc.
279. Priam Logistics Inc.
280. Primetime
281. Pro Reefer and Mobile Truck Services Inc.
282. Produits Forestiers Arbec Inc.
283. Progress Rail
284. ProKarma, Inc.
285. Propane Levac Propane Inc.
286. PSA Halifax
287. Puratos Canada

288. QSL America Inc.
289. Quality Rail Service Inc.
290. Quality Railway Services Ltd (QRS)
291. R. J. Corman Railroad Group
292. Ragasa Industries
293. Rail Logix
294. Ray-Mont Logistics
295. Red Leaf Pulp
296. Reefer Sales & Service (Toronto) Incorporated
297. Reliance Carriers Inc.
298. Remprex, LLC
299. Revel Midstream Services Inc.
300. Richardson International Limited
301. Rise Kombucha
302. Rite-Way Truck and Trailer, LLC
303. Robinson Bioproducts Inc.
304. Ronald A. Chisholm Limited
305. Ronsco Inc.
306. Roslin Enterprises
307. Royal Canadian Steel Inc.
308. Rutgers Polymers Ltd.
309. Sabretooth Global Logistics
310. Sartigan Railway
311. La Société du Chemin de Fer de la Gaspésie (SCFG)
312. Sea-Sky Shipping (North America) Company Ltd.
313. Secure Energy Services Inc.
314. Sednove
315. Sega Carriers
316. Serafina Energy Ltd
317. Services Nolitrex Inc.
318. Sharp Base Cold Storage
319. Shipping Federation of Canada

320. Sidca Trading Ltd.
321. Side Group Rail
322. Simpolo Tile & Stone International Corp.
323. Sinclar Group Forest Products Ltd.
324. SM Line Corporation
325. SNC Solutions
326. SolidCAD Cansel Company
327. SOPOR Societe du port ferroviaire de Baie-Comeau
328. Source Energy Services
329. Special Areas Board
330. Sperry Rail Service
331. St. Marys Cement (Votorantim Climentos)
332. Standard Distribution Co.
333. Pennsylvania State Representative Parke Wentling
334. Stealth Monitoring
335. Stella-Jones
336. Stonebrook Foods Inc.
337. Strato, Inc.
338. Stupp Bros., Inc.
339. Suit-Kote Corporation
340. Sumitomo Canada Ltd
341. Superior Fuel
342. Superior Truck and Trailer
343. Surplus Furniture and Mattress Warehouse
344. SyTech Corporation
345. Talsom
346. Tech Mahindra Rail
347. Telecon Inc.
348. Telkwa Coal Limited
349. Tervita Corporation
350. Tetra Tech, Inc.
351. TFI International Inc.

352. TG Appliance Group
353. The Aloft Group, LLC
354. The Greengrocer Inc.
355. The Humphrey Group
356. The Mercury Group
357. Thomas, Large & Singer Inc. (TLS)
358. Thomson Terminals Limited
359. Tideworks Technology
360. Tiger Calcium Services Inc.
361. Topflight Grain Cooperative Inc.
362. Toplift North America Inc.
363. Torq Energy Logistics Ltd
364. Mayor Doug Jones, Town of Owen, AB
365. TransEnergy Services
366. Trans-Frt. McNamara
367. Transrail FN 27 Inc.
368. Traxxside Logistics Inc.
369. TRC
370. Triumph Express Service Canada Inc.
371. Tundra Technical Solutions
372. U.S. Oil
373. Ullix Information Systems Inc.
374. Ultimate Kronos Group (UKG)
375. Union City Terminal Railroad
376. United Petrochemical Canada Inc.
377. Universal Rail Systems Inc.
378. V3 Companies
379. Verplank Dock Co.
380. Viandes Décarie
381. Village President David R. Brady, Bedford Park, IL
382. Mayor Rodney Craig, Hanover Park, IL
383. Village President Michael P. Collins, Plainfield, IL

384. VIP Rail ULC
385. Viva Logistics Inc.
386. Volume Freight Solutions Inc.
387. Vossloh North America
388. Voysus Connections Experts Inc.
389. Vulcafrio S.A. DE C.V.
390. W. Robins Consulting Ltd. (WRC Freight Services)
391. Warner Petroleum
392. Weber Oil Company, Inc.
393. Weichert Workforce Mobility Inc.
394. Welded Tube of Canada Corp.
395. Wellington Motor Freight (Wellington Group of Companies)
396. Westaqua Commodity Group LTD.
397. Western Clay Corp.
398. Windstar LPG, Inc.
399. Winoa USA Inc.
400. Wisconsin Great Northern Railroad
401. Wolverine Terminals ULC (Support Letter)
402. ZIM Integrated Shipping Services (Canada) Co. Ltd.
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404. Atlantic Container Line (converted pdf)
405. Alliance Energy
406. Contour Energy
407. Dubo International Logistics Inc.
408. Ocean Network Express (ONE)
409. Prince Rupert Port Authority

CERTIFICATE OF SERVICE

I hereby certify that on this 26th day of April, 2021, a copy of the foregoing Initial Submission of 409 Statements Supporting Proposed Transaction was served by email on the service list to Finance Docket No. 36514.

/s/ Matthew J. Warren
Matthew J. Warren

DANNY K. DAVIS
7TH DISTRICT, ILLINOIS

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COMMITTEE ON
WAYS AND MEANS

CHAIRMAN:
WORKER AND FAMILY SUPPORT

SUBCOMMITTEE:
TRADE

Congress of the United States
House of Representatives

April 23, 2021

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

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

Dear Chairman Oberman:

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

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

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

Sincerely,

Danny K. Davis

Rep. Danny Davis
Member of Congress

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April 23, 2021

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

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

Dear Ms. Brown:

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

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

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

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

Thank you for your time and attention.

Larry Rodo
President & CEO
4Refuel

ABC CORK
YOUR ONE STOP SHOPPING SOURCE SINCE 1972
www.abccork.com

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

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

Dear Ms. Brown:

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

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

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

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

ABC CORK CO. | Head Office 653 Wilton Grove Rd.W. | London, ON | N6N 1N7 | Canada | E-mail: info@abccork.com
Phone: 519.668.6160 | Toll Free Phone: 1.877.668.6160 | Fax: 519.668.2004 | Toll Free Fax: 1.866.295.6874

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Beer and Wine Equipment from London, Ontario to Various locations across Canada and the United States.

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

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

Sincerely,

Fatima Simoes

Fatima Simoes
Office Manager

cc: Parties of Record

ABC Recycling
SINCE 1912

April 21, 2021

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

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

Dear Ms. Brown:

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

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

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

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

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

For example:

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

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

Sincerely,

Tanya Grega
Sr Logistics Coordinator

cc: Parties of Record

4747 - 68 Avenue S.E., Calgary, Alberta T2C 2V7 Phone: (403) 236-1555 Fax: (403) 236-1593 E-mail:general@acculogix.ca

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

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

Dear Ms. Brown:

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

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

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

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

For example:

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

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

Sincerely,

Kyle Wright
Logistics Manager

cc: Parties of Record

ACCULOGIX
distribution services

ACCURISTIX
ADVANCING HEALTHCARE LOGISTICS

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

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

Dear Ms. Brown:

Accurstix is a customer of CN/TransX services.

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

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

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

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

Sincerely,

Shawn Stead

Shawn Stead
Sr. Manager, Transportation

GRAINGER
Canada

123 Commerce Valley Dr. E., Suite 700
Thornhill, Ontario L3T 7W8

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

RE: Support for Proposed Acquisition of Kansas City Southern Railway

To whom it may concern:

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

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

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

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

Respectfully,

David J. Lagoner

David Lagoner
General Manager
Acklands-Grainger Inc.
david.lagoner@grainger.ca

Actelis Networks

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

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

Dear Ms. Brown:

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

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

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

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

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

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

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

Sincerely,

P. Casey Hurley
Actelis Networks
VP Strategic Accounts

cc: Parties of Record

ACTIVE WAREHOUSING INC.

April 21, 2021

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

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

Dear Ms. Brown:

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

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

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

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

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

12900-148 Street Edmonton, AB T5L 2H8 Tel: 780.482.5800

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of pulp, lumber and OSB from Canada to Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- As one of the largest trans loaders in Alberta, Canada of forestry related products, I certainly believe this relationship between CN-KCS will allow my company to obtain a new level of opportunities that would not have been possible.

Kelly Godziuk
President
Active Warehousing Inc.

12900-148 Street Edmonton, AB T5L 2H8 Tel: 780.482.5800

ADVANTAGE SOULTIONS

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

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

Dear Ms. Brown:

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

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

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

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

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

Sincerely,

Khaled Souhani



Supply Chain Manager

Advantage Solutions

O: +1 905-752-2876 |

khaled.souhani@advantagesolutions.net

cc: Parties of Record

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

AGRI TRADING

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

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

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

Dear Ms. Brown:

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

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

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Corn Oil, Tallow, & Choice White Grease from the Midwest to the Gulf.

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

- A single line haul will minimize our freight cost and allow us to be more competitive on purchasing product in the Midwest, ultimately bring more value to products produced in the Midwest.

1.

- A CN-KCS rail transaction would also allow us to minimize our truck miles in the Midwest as well.

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

Sincerely,

Jon DeRock, CFO
Agri Trading

cc: Parties of Record

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

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

VIANDES AGRO INC

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

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

Dear Ms. Brown:

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

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

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

TransX handles all LTL and Rail shipments EAST to WEST and WEST to EAST. Through Canada.

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Frozen Pork from Mexico to Canada.

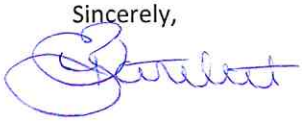
VIANDES AGRO INC.
3100, Côte-Vertu, Suite 210
St-Laurent (Québec) H4R 2J8

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

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

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

Sincerely,



Kim Bartlett
Logistic Manager

AGROCORP PROCESSING

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

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

Dear Ms. Brown:

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

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

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of from trades between Canada, USA and into USA/ Mexico.

- CN's significant experience providing seamless intermodal service throughout their network and across borders. APL would get access to a single-line and with CN get access to superior service in USA as well.

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

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

Sincerely,

Navin Kumar Askaran
Acting CEO
Agrocorp Processing Limited

cc: Parties of Record

April 21, 2021

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

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

Dear Ms. Brown:

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

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

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

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

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

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

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

Sincerely,



Mark Plamondon

Executive Director

Alberta Industrial Heartland Association

cc: Parties of Record

Suite 300, 9940 – 99 Avenue, Fort Saskatchewan, AB T8L 4G8
Office: 780.998.7453 Email: Inquiries@IndustrialHeartland.com www.IndustrialHeartland.com

AIR TRANS forwarding ltd

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

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

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

Dear Ms. Brown:

AIR TRANS FORWARDING deals with the CN Rail for our transportation needs and is very dependent and extremely satisfied with the timely movement of freight.
AIR TRANS FORWARDING supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

We are a Freight broker and can certainly find more opportunity for our clients if the CN acquisition of the KCS rail goes through.

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

For example:

The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of various client commodities from Mexico to Canada.

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

CN invests in technology and is prepared to extend our recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.
The combination with Brooklyn would add another line to the [Manhattan network] between Detroit and Kansas City, a speedway creating a faster, safer and more economical rail option for shippers who currently rely on trucks.
Manhattan and Brooklyn would form an organization that is stronger than the standalone Brooklyn and one that has an uncompromising commitment to safety.
Manhattan currently has the densest track detector network in the U.S., enabling it to detect faults in its trackage and respond to them quickly; and monitoring technology for boxcars to provide in-the-moment notification of issues needing attention.
Manhattan's safety culture, superior technology and operating experience would ensure safe operations across Canada, the U.S. and Mexico.

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

Sincerely,

Henry Kastelyanets, President

ALABAMA EXPORT RAILROAD
701 Dekle Street / Mobile, AL 36602 / 251.355.3887 / www.alerr.com

April 25, 2021

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

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

Dear Ms. Brown:

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

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

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

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

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

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

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for shippers that currently rely on trucks and provide shorter distances on key routes.

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

Sincerely,

Kate C. Luce

cc: Parties of Record

April 23, 2021

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

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

Dear Ms. Brown:

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

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

Sincerely,

ALBERTA MIDLAND RAILWAY TERMINAL LTD.

R. Darcy Heggie
Chairman of the Board, Strategic Advisor

Box 124 Lamont
Alberta Canada
T0B 2R0

ALERIO

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

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

Dear Ms. Brown:

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

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

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

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

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

The benefits of the CN proposal are as follow:

- The CN proposal embraces the spirit of the new STB rules, including the requirement to enhance competition.

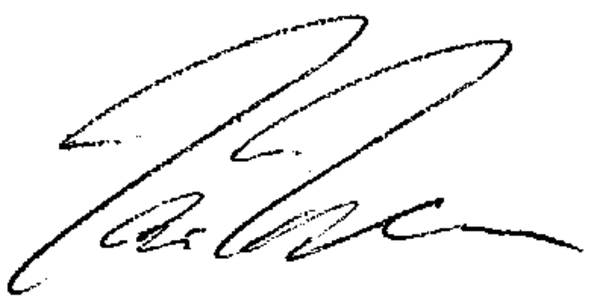
- CN's commitment to work with other class I to keep existing gateways open, including Kansas City, and collaborate to grow volume will enhance competition

- Create new market reach (expand market options) for both sourcing of inbound and outbound opportunities (also could point out CN has a larger footprint which generates more possibilities).

- CN currently has the densest track detector network in the U.S., enabling it to detect faults in its trackage and respond to them quickly; and monitoring technology for box cars to provide in-the-moment notification of issues needing attention.

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

Sincerely,



Tai Tran
VP, Marketing and Strategy

cc: Parties of Record

RED TRANSPORTADORA ALFER SA DE CV
RTA000912SJ2
EJE 100 #400 INTERIOR "G"
COL. FLORES MAGON
SAN LUIS POTOSI, SLP
CP 78398

Cynthia T. Brown

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

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

Dear Ms. Brown:

ALFER GROUP was established on the September 12th, 2000 from ever since we provide Intermodal Transportation drayage Services moving south and Northbound out of the most important intermodal ramps located in Mexico (Monterrey, San Luis Potosi, Silao and Toluca) our costumers are most representative Intermodal Companies in the market, with over more than 20 years on the business, and seeing how the intermodal business in Mexico has growth, we supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

As a carrier, out interaction with KCS`s Facilities is a common thing on our daily operations at Salinas Victoria, San Luis Potosi and Puerta Mexico Toluca, we have seen from the very beginning of the intermodal ops the changes across the time an by knowing that CN`s might merge with KCS we believe will provide an strong support for the operation in Mexico and creating more robust model that support logistics ops and make them easier for the end user. The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination. ***ALFER GROUP*** is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely

L. Benito Gonzalez B
Operations Director
ALFER GROUP

cc: Parties of Record

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

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

Dear Ms. Brown:

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

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

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

We (Lucyporc) mainly uses CN services from Montreal to Vancouver. Approx 1 7-20 reefers (chilled) per weeks in order to reach Japan Market. From our understanding we could benefit from combination of CN and KCS activities as it would improve reefer equipment's flow and improve availability for our future growth.

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

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

Sincerely,



Carl Robitaille
General Manager
Aliments Lucyporc

cc: Parties of Record

City of Allen Park
State of Michigan

Mark A. Kibby
City Administrator
mkibby@cityofallenpark.org

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

April 23, 2021

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

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

Dear Chairman Oberman:

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

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

I have worked with CN for the last nine (9) years (the City of Woodhaven for 3 years and the City of Allen Park for 6 years) and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in everyone community where it operates.

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

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

Sincerely,

Mark A. Kibby
City Administrator
City of Allen Park

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

April 22, 2021

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

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

Dear Ms. Brown:

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

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

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

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

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

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

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

Sincerely,

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

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

April 25th, 2021

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

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

Dear Ms. Brown:

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

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

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

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Beef from Montreal, QC to Laredo Tx.

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

- The cost efficiency and environmental benefits of providing intermodal services for our clients allows Allied to differentiate from our competitors and deliver reliable transportation.

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

Sincerely,



Scott Pichette
Director of Allied Trucking

cc: Parties of Record

LOGIENT

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

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

Dear Ms. Brown:

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

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

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

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

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

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

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

Sincerely,



Vincent Godcharles, CEO

cc: Parties of Record

USA
SIGNALING

700 S Babcock Street
Melbourne, Florida 32901
Phone: +1 321 961 2121
www.alstom.com

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

April 21, 2020

Dear Madam/Sir,

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

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

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

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

David L. McKay
Vice President, Freight and Mining

Altex Energy Ltd.
1100, 700 – 9th Avenue S.W.
Calgary, AB Canada T2P 3V4
Phone: 403-508-7525
www.altex-energy.com

April 21, 2021

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

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

Dear Ms. Brown:

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

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

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

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

For example:

- The combined CN-KCS company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of non-hazardous, undiluted bitumen from the Canadian provinces of Saskatchewan and Alberta to many refineries in Alabama, Louisiana, and Texas.
- Because CN and KCS have very little overlap in their current networks, the combined railway would create an innovative transportation solution that will help customers reach new desirable markets directly and economically.

- Improved cycle times will help reduce railcar fleet requirements and provide customers with competitive advantages over other forms of transportation.
- Rail carriers with direct access to markets have the ability to create a more competitive environment than interline rail service.
- Having access to refiners on both sides of the Mississippi enables a North American supply chain to operate extremely efficiently.
- More efficient and environmentally friendly rail movements would occur by helping to remove the rail congestion in Chicago by transiting around Chicago on the CN's Elgin, Joliet and Eastern ("EJ&E") Railway.
- With a combined network, customers will benefit from more reliable operation as the railway will be able to provide more accurate arrivals and departures with fewer interchange points allowing for better planning.
- CN's significant experience will provide seamless intermodal service throughout their network and across borders.

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

Sincerely,



Curtis Layton
VP, Business Development & Transportation

cc: All Parties of Record

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

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

Dear Ms. Brown:

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

As a supplier to the railway industry, the CNRR's acquisition transaction of the Kansas City Southern Railway (KCS) will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

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

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

Sincerely,

Jon Giberson, President & COO

cc: Parties of Record

April 24, 2021

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

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

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

Dear Ms. Brown:

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

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

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

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

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

For example

• The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of decorative items from Mexico to Toronto.

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

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

Sincerely,

Carlo Ammendolia

Carlo Ammendolia
Owner

APC ENGINEERING SA DE CV

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

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

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

Dear Ms. Brown:

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

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

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

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Lubricants from Mississauga, Ontario Canada to Monterrey Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Make our waiting time less, unifying the road with the same company.
- Less costs of changes and more direct rout of our product.
- Less process during the routs

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

Sincerely,

Rosendo de Jesus Garcia Sada
CEO

cc: All Parties of Record

April 22, 2021

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

Dear Ms Brown and Surface Transportation Board Members,

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

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

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

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

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

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

Sincerely,

Lance Norman
Executive Vice President
APPS Transport Group

6495 TOMKEN ROAD, MISSISSAUGA, ON L5T 2X7
T 905 451 2720 TF 1 800 465 2513 F 905 451 2778
www.appsexpress.com

Your single source transport specialist

FULL LOAD & LTL
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INTERMODAL

ArcelorMittal

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

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

Dear Ms. Brown:

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

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

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

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

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

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

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments from both our Canadian Woodstock, ON plant as well from our Shelby, OH facility.
- CN's proposal embraces the spirit of the new STB rules, including the requirement to enhance competition– there is no ambiguity in where we stand on this issue, which is why CN did not even try to benefit from the waiver.
- KCS and CN have very little overlap and several connection points which will facilitate the combined railway to create new innovative transportation solutions that help ArcelorMittal Tubular Products USA LLC Steel reach new desirable markets directly and economically.

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

Sincerely,

Frederick C. Schuster | Director of Purchasing
ArcelorMittal Tubular

Mechanical Tubular Products, North America
132 west Main Street
Shelby, ohio 44875-1471 US
fred.schuster@arcelormittal.com

T +1 419 342 1214 | M +1 740 341 2772 | F +1 419 342 1283
Corporate.arcelormittal.com | tubulartnorthamerica.arcelormittal.com

cc: Parties of Record

ARRIMAGE
IDÉAL
883 Charles-Guimond
Boucherville, Qc J4B 3Z4

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

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

Dear Ms. Brown:

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

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

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

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

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

Thank you for allowing us to voice our view

Kind regards,

_____

Julie Deschamps-Cadieux
CEO, Arrimage Ideal

ASIGNET
TECHNOLOGY DNA

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

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

Dear Ms. Brown:

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

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

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

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

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

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

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

Sincerely,

[Signatory name & title]
Josee Koenigsbo
Managing Director CA

cc: Parties of Record



Assumption Cooperative Grain Company

104 West North Street Assumption, Illinois 62510

217-226-3213

4.23.21

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

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

Dear Ms. Brown:

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

Assumption Cooperative Grain Company supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade
We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

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

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

For example:

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

- A combined CN-KCS will improve the North American transportation network and create a true USMCA railway.

1.

- Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.

- CN's proposal embraces the spirit of the new STB rules, including the requirement to enhance competition.

- CN invests in technology and is prepared to extend our recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

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

Sincerely,

Randall L. Sexton,
General Manager
Assumption Cooperative Grain Company

cc: Parties of Record

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

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

Dear Ms. Brown:

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

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

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

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

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

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

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

Sincerely,

Clint Werth

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

24501 Ecorse Rd. Taylor, MI 48180
800.878.2000 www.AtlasOil.com

ATLAS



Aurora
WOOD PELLETS

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

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

Dear Ms. Brown:

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

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

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

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of variety of commodities such as Ammonia Nitrate and Wood pellets from / to our siding to export ports in North America.
- CN and KCS would provide shorter distances than would be offered by the proposed KCS and CP on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal, effectively creating a Greenway to compete with trucks from Mexico, through the US heartland to Canada.

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

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

Sincerely,

Brad Mapes
CEO/ President
Aurora Wood Pellets Ltd

TRANSPORTES

General Escobedo, Nuevo León, April 22nd, 2021

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

Cc: All Parties of Record,

Dear Ms. Brown,

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

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

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

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

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

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

AUTO LÍNEAS AMÉRICA, S.A. DE C.V.
Carretera a Colombia 3200
Gral. Escobedo, N.L. 66050 México
Tel. (81) 8154 5000
www.alasa.com

GRUPO TRANSPORTES MONTERREY

TRANSPORTES

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

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

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

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

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

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

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

AUTO LÍNEAS AMÉRICA, S.A. DE C.V.
Carretera a Colombia 3200
Gral. Escobedo, N.L. 66050 México
Tel. (81) 8154 5000
www.alasa.com

GRUPO TRANSPORTES MONTERREY

TRANSPORTES

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

VERIFICATION

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

Executed on ____April 22nd, 2021_____.

_____ [Signature]
LIC. ELÍAS OCTAVIO ALCALÁ VÁZQUEZ

_____

LIC. ELÍAS OCTAVIO ALCALÁ VÁZQUEZ

Intermodal Divisonal Manager

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

AUTO LÍNEAS AMÉRICA, S.A. DE C.V.
Carretera a Colombia 3200
Gral. Escobedo, N.L. 66050 México
Tel. (81) 8154 5000
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GRUPO TRANSPORTES MONTERREY



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

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

Dear Ms. Brown:

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

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

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

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

Key benefits include:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments between Canada, US and Mexico.

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

- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway. Compared to other transportation modes, rail is the most fuel-efficient method of

moving freight over land. CN can help customers reduce GHG emissions by leveraging rail for the long haul and trucking over shorter distances

- CN invests in technology and is prepared to extend their recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

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

Sincerely,



Steve Ramescu
President

cc: Parties of Record

Badger Mining Corporation
409 South Church Street
Berlin, WI 54923

April 23, 2021

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

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

Dear Ms. Brown:

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

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

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

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

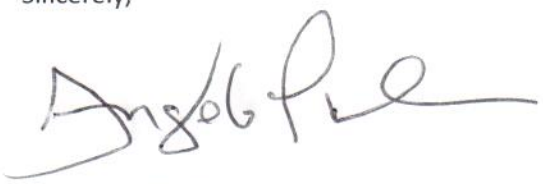
The combined company would create a network with enhanced end-to-end single-owner, single-operator service, which will result in a faster, safer, and more economical rail option for us. We are hopeful about this transaction as a CN-KCS rail will provide the seamless transportation and service that would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

For example:

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

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

Sincerely,



Angelo LaMantia
Executive Vice President, Supply Chain
Badger Mining Corporation

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

April 22, 2021

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

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

Dear Ms. Brown:

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

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

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

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

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

Baillys Transload Ltd.
Lot 29, 712051 RR 54
County of GP No#1
T8X 4A7
780-832-7558 | ryan@baillys.ca | www.baillys.ca

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

Sincerely,



Ryan Peterson
President

cc: Parties of Record

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

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

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

Dear Ms. Brown:

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

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

Bassett & Walker International, Inc. (BWI) supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

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

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of frozen pork from Alberta and Quebec to USA / Mexico Border.

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

Bassett & Walker International, Inc. (BWI) is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Maria Fortuna
BASSETT & WALKER INTERNATIONAL INC.

Maria Fortuna
Logistics Director
Bassett & Walker International, Inc.

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Battle River Railway

Box 128
Forestburg Alberta
T0B 1N0

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

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

Dear Ms. Brown:

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

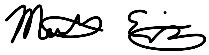
BRR supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would provide our shippers by offering faster, safer and cleaner service to those markets currently served by KCS.

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

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

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

Sincerely,



Matthew Enright
GM BRR

cc: Parties of Record

BCI Bulkhaul Carriers Inc

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

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

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

Dear Ms. Brown:

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

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

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of steel and industrial products from Port Vancouver to
- CN and KCS would provide shorter distances than would be offered by the proposed KCS and CP on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal, effectively creating a Greenway to compete with trucks from Mexico, through the US heartland to Canada.
- Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.
- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway

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

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

Sincerely,

Dan Wallace
President

cc: Parties of Record

David R. Brady
President

Yvette Solis
Village Clerk

VILLAGE OF BEDFORD PARK

6701 South Archer Road
Bedford Park, Illinois 60501
Phone: (708) 458-2067 • Fax: (708) 458-2079
www.villageofbedfordpark.com

Trustees:
Katrina M. Errant
Anthony W. Kensik
Dr. Thomas J. Pallardy
Gail P. Rubel
Terry J. Stocks
Nancy A. Wesolowski

April 22, 2021

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

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

Dear Chairman Oberman:

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

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

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of our local residents. CN and its US rail subsidiaries have operated in the U.S. for more than 100 years and CN is committed to being a strong local partner wherever it operates, including a positive and productive relationship with our Village. For the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

David R. Brady
Village President

PORT OF/DE BELLEDUNE

Belledune Port Authority
Administration portuaire de Belledune

info@portofbelledune.ca
112, promenade Shannon Drive
Belledune, NB E8G 2W2 Canada
Tel./Tél. : (506) 522-1200
Fax: (506) 522-0803

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

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

Dear Ms. Brown:

My name is Denis Caron, President & CEO of the Belledune Port Authority. The Port of Belledune operates a bulk and breakbulk port in the Chaleur Bay in northeastern New Brunswick, Canada. The Port of Belledune's position allows it to offer some of the shortest shipping routes between points in Europe and North America, and with our terminals connecting directly with the CN network, it allows industrial shippers to optimize their supply chains, reduce costs, increase production, and concentrate on what they do best – running their business.

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

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

The Port of Belledune's partnership with CN has driven tangible benefits for our customers and CN's acquisition of KCS will allow our partnership to offer an enhanced service to our customers. While KCS and CN work together to provide joint routes, which remain among the transportation options for our industrial shippers, as separate companies they have not been able to offer the kind of seamless service we seek to offer our customers.

While CN's unique three coast network and our partnership with CN has provided significant benefits to the Port of Belledune and our ability to offer our services, the KCS-CN merger will further enhance this reach and in turn our product offering. The CN-KCS merger will provide shorter distances on many key routes and create new innovative transportation solutions and competitive lanes.

We have been impressed with CN's commitment to innovation in the rail industry and have demonstrated they are industry leader in fuel consumptions, sustainability and safety. CN's consistent track record in innovative solutions such as the automated track inspection technology and car inspections portals will enhance the safety, speed, and reliability of the KCS network.

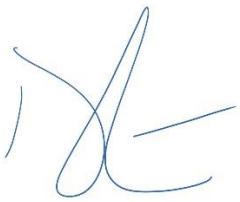
The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able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

info@portofbelledune.ca
112, promenade Shannon Drive
Belledune, NB E8G 2W2 Canada
Tel./Tél. : (506) 522-1200
Fax: (506) 522-0803

For the reasons stated above, the Port of Belledune is expressing our support for the combination of CN and KCS as it will enhance overall competition through the multiple connection points creating more, faster transportation lanes through the heartland into Canada, US and Mexico. A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway with the most efficient lanes through the heartland of the US.

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

Sincerely,



Denis Caron
Chief Executive Officer

cc: All Parties of Record



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

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

Dear Ms. Brown:

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

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

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

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of boilers, transformers and vessels from Canada to the US and vice versa.

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

- Knowledgeable staff available to discuss and guide the project in the right direction. This saves an enormous amount of time and allows efficiencies in resource allocation.

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

Sincerely,

K. Kwateng

Kevin Kwateng
Director of operations
Bellemare Heavy Haul and Rigging

cc: Parties of Record

beverageworld

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

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

Dear Ms. Brown:

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

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

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

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

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

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

Stefan Kergl, Vice President
Beverage World Inc.
T. 905-643-7713 Ext. 223
www.beverageworld.ca www.thepopshoppe.com #thepopshoppe #popshoppe
Follow Us On Twitter: @beverageworldca Follow Us On Instagram: @thepopshoppecanada

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

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

Dear Ms. Brown:

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

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

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

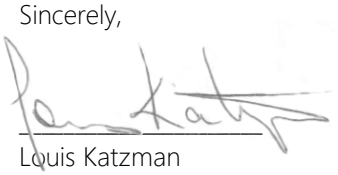
We are also very supportive of the positive impact of converting truck freight to rail on our environment.

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

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

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

Sincerely,



Louis Katzman
Managing Director
louis.katzman@beyondtalent.net

cc: Parties of Record

Big Sky Rail Corp. Box 3192 Stn Main
Regina, SK S4P 3G7

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

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

Dear Ms. Brown:

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

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

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

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

Sincerely,

Kent Affleck
Big Sky Rail Corp

cc: MobilGrain

bluewater
REGIONAL NETWORKS

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

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

Dear Ms. Brown:

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

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

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

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

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

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

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

Sincerely,

Chris Gould, COO
Bluewater Regional Networks Inc.

cc: Parties of Record

Border City USA Inc.

Border City USA Inc.

8350 St Aubin
Hamtramck, MI 48211

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

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

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

Dear Ms. Brown:

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

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

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

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

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

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

Sincerely,

Rick Shah
President

BOREAL
BIOENERGY

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

April 22nd, 2021

Re: FD 36514, CN-KCS Proposed Combination

Dear Ms. Brown:

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

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

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

Boreal Bioenergy Corporation plans to utilize exclusively rail transportation to export torrefied wood pellets from North America to overseas market.

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of wood pellets from North America to Overseas.

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

- The CN team has a track record of successful and flawless mergers over the last 20 years.

- CN's commitment to work with other class 1s to keep existing gateways open, including Kansas City, and collaborate to grow volume will enhance competition

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

Sincerely,



Jason Janus
President and CEO, Boreal Bioenergy Corporation

cc: Parties of Record

ARBEC
LE BOIS, UNE PASSION

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

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

Dear Ms. Brown:

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

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

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

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

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

- CN's proposal embraces the spirit of the new STB rules, including the requirement to enhance competition– there is no ambiguity in where we stand on this issue, which is why CN did not even try to benefit from the waiver.
- KCS and CN have very little overlap and several connection points which will facilitate the combined railway to create new innovative transportation solutions that will help Boscus reach new desirable markets directly and economically. KCS and CN have very little overlap and several connection points which will facilitate the combined railway to create new innovative transportation solutions that will help Boscus reach new desirable markets directly, economically and more efficiently.

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

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

Sincerely,

Stephane Landry
Directeur Transport & Distribution | Director Transport & Distribution
slandry@boscus.com | www.boscus.com
T (514) 694-9805 x. 340 | C (514) 585-5717 | F (514) 694-2140

ARBEC
LE BOIS, UNE PASSION
WOOD, OUR PASSION

BOSCUS Lignarex

cc: Parties of Record

BRIDGEPOINT LOGISTICS
CONSULT | INNOVATE | EXECUTE

BridgePoint Shipper Support Letter

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

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

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

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

BridgePoint supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

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

CN's significant experience providing seamless intermodal service throughout their network and across borders.
BridgePoint is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Anurag Arun

Signed on: 22.04.2021

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

BRIDGEPOINT SUPPLY CHAIN SOLUTIONS
CONSULT | INNOVATE | EXECUTE

Date: April 23, 2021

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

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

Dear Ms. Brown:

Bridgestone Canada Inc. is CN's primary new truck tire, retread truck tire and OTR tire supplier and has enjoyed and valued that business for many years. **Bridgestone Canada Inc**. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

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

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

Bridgestone Canada, Inc.
5770 Hurontario St.
Mississauga, ON L5R 3G5
Canada

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

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

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

Dear Ms. Brown:

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

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

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

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our freight shipments between Canada, and the U.S.

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

- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway, creating new market reach, expanding market options, for both sourcing of inbound and outbound opportunities.
- Customers of both companies would benefit from faster, safer, more direct and more efficient service for North-South trade.
- Seamless operation equals speed for our customers – for service, customer service, billing, customs, notifications, one logistic platform.
- CN consumes approximately 15% less locomotive fuel per gross ton mile than the industry average which helps us reduce GHG emissions by leveraging rail for the long haul and trucking over shorter distances

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

Sincerely,

Diana Gavrila

Diana Gavrila
Puchasing Director

cc: Parties of Record

BULK
EQUIPMENT CORP.

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

Dear Ms. Brown:

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

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

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

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

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

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

Sincerely,

Valerie Blumenfeld
President

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

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

Dear Ms. Brown:

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

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

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

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Dry Bulk Commodities, from Liquid Commodities to Finished Goods.

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

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

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

Sincerely,

DocuSigned by:
Don Campbell
0EFD2D2FB52D468...

Don Campbell
Vice President, Bulk Plus Logistics

cc: Parties of Record

Burlington Junction Railway

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

April 23, 2021

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

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

Dear Ms. Brown:

The Burlington Junction Railway (BJRY) conducts rail operations at Le Mars, IA where it connects with the Canadian National (CN). Our success there depends on CN's success. We are constantly evaluating opportunities in conjunction with CN and like all smaller railroads, we are always looking to find ways to expand our shipper's markets. BJRY supports CN's acquisition of Kansas City Southern (KCS) because of the superior benefits a single-line CN-KCS railway would bring by offering faster, safer, cleaner and more direct service to KCS points and also to Mexico. CN has multiple interchange points with KCS, making the union a good fit. We hope this will open up new opportunities for our customers and us.

Thank you,

Jo Ellen Hoth

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

cc: Parties of Record

Ocean TRAILER (Division of C.Keay Investments Ltd.)

RENTALS, LEASING, SALES, SERVICE & PARTS

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

April 21, 2021

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

Dear Ms. Brown:

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

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

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

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

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of highway trailers and containers from various US southern states to our locations in British Columbia, Alberta, Saskatchewan and Manitoba.

- CN's significant experience providing seamless intermodal service throughout their network and across bordersC. Keay Investments Ltd. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,
C. KEAY INVESTMENTS LTD.



Sid Keay
President

cc: Parties of Record

The C. Reiss Company, LLC

April 22, 2021

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

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

Dear Ms. Brown:

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

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

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

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

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

For example:

- The combined company's single-owner, single-operator service would enhance the industry's ability to be competitive in the Great Lakes transload and vessel markets. Offering Reiss market extension to current KCS customers and bulk material producers that would now be seamlessly served. This benefit would only result from a CN acquisition.

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

1.

- CN's commitment to multimodal services, infrastructure investment and asset investment is unique to any other railroad in North America. This diversity makes CN's acquisition of the KCS the logical choice.

- The CN acquisition of KCS will further enhance our competitive position in securing inland transportation and access to deep water ocean and Great Lakes docks.

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

Sincerely,

Mark Cummings

Mark Cummings
President
The C. Reiss Company, LLC

cc: Parties of Record

Caldic Canada Inc.

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

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

Dear Ms. Brown:

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

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

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

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

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

Sincerely,

Karen Audia

Karen Audia
Warehouse and Office Manager

2828 Bonnybrook Rd. SE
Calgary, AB
T2G 2J2

April 23. 2021

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

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

Dear Ms. Brown:

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

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

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

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

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

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

Respectfully,



Calgary Metal Recycling Inc.
Mark S. Clarke
CEO

Canadian Chamber of Commerce in Monterrey, México

23 April 2021

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

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

Dear Ms. Brown:

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

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

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

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting the shipments of Canadian and Mexican trade companies from Canada to Mexico.

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

- Better logistics respond to trading companies across North America.

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

Sincerely,

Noé G. Elizondo

Noé G. Elizondo
President

cc: Parties of Record

Canad Inns Corporate Office
Canad Centre – 3rd Floor
930 Jefferson Avenue
Winnipeg, Manitoba R2P 1W1

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

www.canadinns.com

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

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

Dear Ms. Brown:

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

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

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

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

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

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

Canad Inns Corporate Office
Canad Centre – 3rd Floor
930 Jefferson Avenue
Winnipeg, Manitoba R2P 1W1

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

www.canadinns.com

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

Sincerely,

CANAD INNS

Per: Dan Lussier
Title: Chief Executive Officer

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

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

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

Dear Ms. Brown:

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

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

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

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

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

For example:

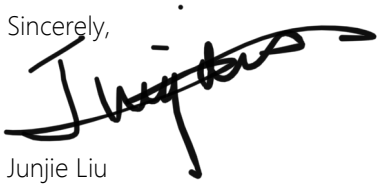
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of potash from east of Regina to west coast.

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

- The combined CN-KCS rail network would also help our potash product access to more potential markets across the North American.

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

Sincerely,



Junjie Liu
Vice President
Canada Golden Fortune Potash Corp

cc: Parties of Record

Friday April 23, 2021

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

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

Dear Ms. Brown:

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

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

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

A large portion of our market reach is distribution to transload facilities in the United States, specifically in order to grow our business in particular markets, the CN-KCS development would allow us to further develop in these markets with an expanded network and create investment through job creation through our distribution.
We also have a large customer base in Mexico that is growing which would allow a direct to market reach which we do not have today in Canada.

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of malted barley from Canada to Mexico.

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

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

Sincerely,



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

cc: Parties of Record

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

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

April 23, 2021

Dear Ms. Brown:

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

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

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

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

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

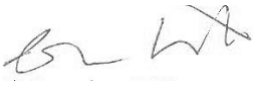
The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting various shipments to the states and to Mexico.

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

Stay safe and best regards,



Trevor Sears
President & CEO
Canada Pork



Chris White
President & CEO Canadian
Meat Council



John Ross
Executive Director Canadian
Pork Council

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

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

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

Dear Ms. Brown:

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

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

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of oil field equipment from Alberta to Canada east and USA.

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

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

Sincerely,



Hu Kou P.Eng
President
Canada Synergy Services Corporation

April 23, 2021

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

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

Dear Ms. Brown:

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

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

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

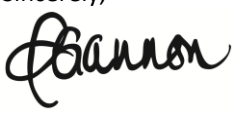
We are also very supportive of the positive impact of converting truck freight to rail on our environment.

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

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

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

Sincerely,



Jaime Gannon
Director, Canada East

cc: Parties of Record

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

April 25, 2021

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

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

Dear Ms. Brown:

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

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

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

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

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

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

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

Very best regards,

Jeff Herrington
Director of Business Development

cc: Parties of Record

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

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

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

Dear Ms. Brown:

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

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

CN has a Chicago advantage when moving goods to Detroit or western Canada. It travels around Chicago, not through the heart of the city, removing the risk of seasonal – sometimes crippling – rail bottlenecks and creating fewer interchanges. This creates significant advantages to our common customers.

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

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

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

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

For the reasons stated above, Cando Rail & Terminals is expressing our support for the combination of CN and KCS as it will enhance overall competition through the multiple connection points creating more faster transportation lanes through the heartland into Canada. A combined CN-KCS will improve the North American Transportation Network and create an USMCA railway with efficient lanes through the heartland of the US.

Sincerely,



Steve Bromley
Chief Commercial Officer

cc: Parties of Record

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

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

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

Dear Ms. Brown:

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

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

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

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

CN has a Chicago advantage when moving goods to Detroit or western Canada. It travels around Chicago, not through the heart of the city, removing the risk of seasonal – sometimes crippling – rail bottlenecks and creating fewer interchanges. This creates significant advantages to our common customers.

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

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

For the reasons stated above, Cando Rail & Terminals is expressing our support for the combination of CN and KCS as it will enhance overall competition through the multiple connection points creating more faster transportation lanes through the heartland into Canada. A combined CN-KCS will improve the North American Transportation Network and create an USMCA railway with efficient lanes through the heartland of the US.

Sincerely,



Steve Bromley
Chief Commercial Officer

cc: Parties of Record

P: 1-204-725-2627 | F: 1-204-725-4100 | E: info@candorail.com | W: www.candorail.com

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

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

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

Dear Ms. Brown:

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

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

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

Cando's partnership with CN has driven tangible benefits for our customers and CN's acquisition of KCS will allow our partnership to offer an enhanced service to our customers. While KCS and CN work together to provide joint routes which remain among the transportation options for Cando, as separate companies they have not been able to offer the kind of seamless service Cando seeks to offer our customers.

P: 1-204-725-2627 | F: 1-204-725-4100 | E: info@candorail.com | W: www.candorail.com

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

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

For the reasons stated above, Cando Rail & Terminals is expressing our support for the combination of CN and KCS as it will enhance overall competition through the multiple connection points creating more faster transportation lanes through the heartland into Canada. A combined CN-KCS will improve the North American Transportation Network and create an USMCA railway with efficient lanes through the heartland of the US.

Sincerely,



Steve Bromley
Chief Commercial Officer

cc: Parties of Record

P: 1-204-725-2627 | F: 1-204-725-4100 | E: info@candorail.com | W: www.candorail.com

Canorie Captal Advisors Corp.

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

April 23, 2021

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

Dear Ms. Brown:

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

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

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

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

Yours truly



Barry Kaplan
President

CC CN Rail

407, 1440 Creekside Drive Vancouver BC Canada V6J 5B6 T: 604 782-0662
E: barry@canorie.com

LES ALIMENTS
CANWORLD
FOODS LTD.

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

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

Dear Ms. Brown,

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

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

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

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

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

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

Sincerely,

Michael Costa
President
Canworld Foods Group Ltd.

cc: Parties of Record

Canworld Foods Ltd.,
320 North Queen Street, Suite 100,
Toronto, Ontario, Canada M9C 5K4
Telephone (416) 233-1900 Fax (416) 233-1915

www.canworld.com

Les Aliments Canworld,
979, Avenue De Bourgogne, #120,
Quebec City, Quebec, Canada G1W 2L4
Telephone (418) 653-7677 Fax (418) 653-5038

CAPITAL PAPER RECYCLING LTD.
Leaders In Paper Recovery

April 23,2021

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

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

Dear Ms. Brown:

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

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

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

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

For example:

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

CAPITAL PAPER RECYCLING LTD.
Leaders In Paper Recovery

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

Sincerely,

B Morgan

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

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

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

Dear Ms. Brown:

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

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

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

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

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

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

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

Sincerely,

Blair Irwin, President

cc: Parties of Record

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

780 424 5475 Tel
780 426 1995 Fax

www.cbre.com

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

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

Dear Ms. Brown:

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

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

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

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

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

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

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

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

Sincerely,



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

cc: Parties of Record

C.B.S. MAINTENANCE LTÉE/LTD.
372, rue McArthur
St-Laurent, Québec H4T 1X8
Tél.: (514) 337-6214 • Fax: (514) 337-6410

Thursday April 22nd, 2021

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

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

Dear Ms. Brown:

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

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

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

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

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

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

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

Sincerely,

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



PHOS Services inc. o/a CDAO Services
www.cdaoservices.ca

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

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

Dear Ms. Brown:

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

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

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

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

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

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

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

Sincerely,

Guillaume Bédard, President

cc: Parties of Record

CDS
GROUP OF COMPANIES

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

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

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

Dear Ms. Brown:

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

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

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

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

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

18351 McCartney Way, Richmond, British Columbia, V6W0A1 CANADA
Main: (604) 279-0960 | Fax: (604) 279-0956 | Website: www.cdsltd.ca

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Food & Beverage Products from USA & South America to Canada.

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

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

Sincerely,

Jason Ando
Transportation Manager
CDS Transportation Services LTD

cc: Parties of Record

CENTENNIAL
ENERGY, LLC.

April 25, 2021

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

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

Dear Ms. Brown:

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

We believe that a combination of CN and KCS would help us to win in our markets. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of propane from western Canada to Mexico

- CN's commitment to work with other class 1s to keep existing gateways open, including Kansas City, and collaborate to grow volume will enhance competition

- Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.

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

- Customers of both companies would benefit from faster, safer, more direct and more efficient service for North-South trade.

- CN invests in technology and is prepared to extend our recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

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

Sincerely,

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

CENTRAL SALVAGE LTD.

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

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

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

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

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

For example:

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

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

Sincerely,

Kent O'Regan, President

717 Carrier Street, Kamloops, BC, V2H 1G1 **250-374-8522** **csltd1@outlook.com**

CHANTIERS CHIBOUGAMAU
521, chemin Merrill, C.P. 216
Chibougamau (Québec)
G8P 2K7
chibou.com

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

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

Dear Ms. Brown:

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

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

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- The CN team has a track record of successful and flawless mergers over the last 20 years

1.

- The merger will provide seamless North South connectivity which help further integrate North American supply chains

- CN's proposal embraces the spirit of the new STB rules, including the requirement to enhance competition– there is no ambiguity in where we stand on this issue, which is why CN did not even try to benefit from the waiver.
- KCS and CN have very little overlap and several connection points which will facilitate the combined railway to create new innovative transportation solutions

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

Sincerely,



Robert Fillion
Director of Sales
Les Chantiers Chibougamau

cc: Parties of Record

Charles City Rail Terminal, LLC

300 Lawler Street

Charles City, IA50616

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

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

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

Dear Ms. Brown:

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

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

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

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

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

For example:

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

- A combined CN-KCS will improve the North American transportation network and create a true USMCA railway.

1.

- Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.

- CN invests in technology and is prepared to extend our recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

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

Sincerely,



Joe Natale
Founder and General Manager

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

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

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

Dear Chairman Oberman:

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

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

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

Sincerely,

David A. DeTroye – City Administrator/Clerk/Treasurer

Transportes Chuvialco S.A. de C.V.

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

Cynthia T. Brown

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

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

Dear Ms. Brown:

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

Transportes CHUVIALCO, S.A. de C.V. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

Fomento Agrario Nº. 5010 Col. Plutarco Elías Calles C.P. 64108 Monterrey Nuevo León
Tel: (01-81) 13-52-22-84 Fax: (01-81) 83-81-53-36 E-Mail: chuvialco@prodigy.net.mx

For example:

- Becoming a single company, it would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments since they will be transported in a bigger railroad grid.

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

Transportes CHUVIALCO, S.A. de C.V. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



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

CIFFA Canadian International Freight Forwarders Association

April 25, 2021

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

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

Dear Ms. Brown:

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

We are writing this letter in support of CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

The combined company would create a network with enhanced end-to-end single-owner, single-operator service from Mexico to Canada – more than any other Class I railroad – with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico. A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway. Seamless operation equals speed for the customer – for service, customer service, billing, customs, notifications, one logistic platform

Additionally, KCS and CN have very little overlap (approximately 1 percent of their combined network) and several connection points which will facilitate the combined railway to create new innovative transportation solutions that help customers reach new desirable markets directly and economically.

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

170 Attwell Drive, Suite 480, Toronto, Ontario M9W 5Z5
Tel: 416-234-5100 | Toll Free: 866-282-4332 | Fax: 416-234-5152 | eMail: admin@ciffa.com | Website: www.ciffa.com

CIFFA Canadian International Freight Forwarders Association

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

Sincerely,



Bruce Rodgers
Executive Director



Julia Kuzeljevich
Public Affairs Manager

cc: Parties of Record

170 Attwell Drive, Suite 480, Toronto, Ontario M9W 5Z5
Tel: 416-234-5100 | Toll Free: 866-282-4332 | Fax: 416-234-5152 | eMail: admin@ciffa.com | Website: www.ciffa.com

Jeff Lytle
President, CIT Rail

April 21, 2021

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

To whom it may concern:

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

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

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

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

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

Jeffrey T. Lytle
President, CIT Rail

30 S. Wacker Drive, Ste 2900
Chicago, IL 60606

t: 312.906.5733
jeff.lytle@cit.com

cit.com

April 23, 2021

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

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

Dear Chairman Oberman:

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

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

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in every community where it operates. In Denison we are working hard on the possibility of building a Wellness Center which we feel will draw more businesses / people to the community. We are in the process of a 5.2 million dollar cross-wind runway expansion at our airport for safer operations of business planes and jets during high cross wind events. Also, the Highway 30 Coalition has been working for years with the Iowa Department of Transportation to achieve a four lane Highway 30 across Iowa, which could be economically significant for our area! For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

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

CLN INDUSTRIES INTERNATIONAL INC.

Levis, Quebec, April 25th, 2021

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

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

Dear Ms. Brown:

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

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

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of plastic pellets coming from Texas and being transloaded into our yard.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Bigger competitive market for long-term railcar storage, providing a wider choice of yards to park railcars into for North American railcar fleet managers.

2256, avenue de la Rotonde, Lévis (Québec) G6X 2L8 CANADA - Téléphone : 418 832-4421 / Télécopieur : 418 832-4743 - www.clnindustries.com

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

Sincerely,

Pascal Robitaille, CPA
General Manager

cc: Parties of Record

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

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

Dear Ms. Brown:

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

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

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

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

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

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

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

Sincerely,

Marc Paré
Chief Commercial Officer

cc: Parties of Record

Signature Certificate

Document Ref.: TDELO-E4EHY-ZUUXZ-Q9OHE

Document signed by:



Marc Pare

Verified E-mail:
mpare@cloudops.com



IP: 104.163.187.32 | Date: 23 Apr 2021 19:51:02 UTC

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

Signed with PandaDoc.com

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Surface Transportation Board

To Whom It May Concern;

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

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

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

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

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

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

Sincerely yours,

Bob Basila
Vice-President

CMA CGM (America) LLC
5701 Lake Wright Drive – Norfolk, VA – 23502-1868, USA
Tel: 1 (877) 556-6308
www.cma-cgm.com

April 22, 2021

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

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

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

Dear Ms. Brown:

Coalspur and its parent company have a long and productive working partnership with CN both in the United States and Canada. As such, Coalspur supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

Sincerely,

Donald S. Swartz II – SVP Sales and Marketing

Coca-Cola Canada Bottling Limited

April 23, 2021

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

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

Dear Ms. Brown:

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

CCCBL supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade. CCCBL is actively pursuing avenues to improve our carbon footprint and create a more sustainable environment. We believe this merger helps organizations like ours achieve those goals.

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

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

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

Coca-Cola Canada Bottling Limited

Sincerely,

Dave Keenan
Director Transportation
Coca Cola Canada Bottling Ltd

cc: Parties of Record

Coco Group

April 21, 2021

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

Dear Ms. Brown:

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

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

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

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

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

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

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

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

Yours sincerely,

Jenny Coco
Chief Executive Officer

949 Wilson Avenue, Toronto, ON M3K 1G2
Tel. 416.633.9670 Fax. 416.633.6765
www.cocopaving.com

April 23rd, 2021

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

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

Dear Ms. Brown,

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

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

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

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

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

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

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

Sincerely,

Régis Desjardins

Régis Desjardins

President

cc: Parties of record

1000, rue De La Gauchetière Ouest, bureau 1500
Montréal QC H3B 4W5
T 514 866-0039 www.cofomo.com

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

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

Dear Ms. Brown

ColdFront is a long-standing vendor of CN. Though ColdFront supports CN predominately throughout Canada, we look to explore new gateways with our respective locations. The potential of these new reaches because of the proposed CN-KCS network could and would create new opportunities to further allow ColdFront to meet its expectations on growth projections to better serve CN's customers in other markets. Overall, the service with CN continues to exceed expectations, specifically to their temperature controlled Intermodal customers. CN is also a tremendous partner in the communities that it serves.

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

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

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

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for customers where they currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

ColdFront is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Darin Shimell | General Manager
Office: (778) 284-3991
Cell: (778) 388-7144

cc: Parties of Record

COMMUNICATIONS TRANSCRIPT

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Communications Transcript is CN's trusted provider of language services for more than 25 years.

Communications Transcript supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Communications Transcript is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Charles Lesperance, CEO

cc: Parties of Record

1525, RUE SHERBROOKE OUEST
MONTRÉAL (QUÉBEC) H3G 1L7
TÉLÉPHONE : 514 874.9134 SANS FRAIS : 1 888 974.9134

CCNY TECH
it hardware - e-recycling - consulting

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Computer Connection of CNY, Inc is a supplier of IT hardware and related services.

Computer Connection of CNY, Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

[Computer Connection of CNY, Inc is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Tricia Shauger COO CCNY Tech

11206 Cosby Manor Road Utica, NY 13502 315-724-2209 ccnytech.com

Conagra Brands Canada Inc.
5055 Satellite Drive, Unit 1&2
Mississauga, Ontario
L4W 5K7

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

I am writing to provide my written support for the combination of Canadian National Railway (CN) and Kansas City Southern (KCS). I believe this combination of railroads will benefit Conagra Brands by creating more efficient supply chains across the North American continent. Conagra Brands Canada and CN work together today to move our iconic brands across North America. CN plays a critical role in the Conagra supply chain, enabling Conagra to keep store shelves stocked and Canadians fed. The relationship is strategic and both companies collaborate to create better and more environmentally sustainable supply chains.

From our perspective, the transaction promises to provide improved service options and competition for shippers across North America while creating new opportunities for Conagra Brands Canada to source materials across the USA and Mexico. The combined network would help us move our products more efficiently with a smaller environmental footprint. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that they will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

Thank You,

Mark Sauve
Manager Canadian Transportation and Warehousing
C 289-788-2482
MARK.SAUVE@CONAGRA.COM
CONAGRABRANDS.COM

CREWS Canadian Rail Equipment Works & Services Inc.

3518 County Road 2
Johnstown, Ontario
K0E 1T1
Phone: 613-258-6919
Fax: 613-713-3350

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Canadian Rail Equipment Works and Services Inc. ("CREWS") offers a range of freight rail service options in Canada to meet our customer's needs. We work persistently to ensure the safe and effective transportation, or storage of our customers' goods. CREWS operates a terminal in Johnstown, Ontario, served by CN Railway and provides rail switching services to several customers located along CN lines in Canada. CREWS' customers receive products from multiple locations in North America served by CN and other Class 1 Railways. We are extremely pleased with our service and relationship with CN and look forward to developing additional synergies over time and specifically related to the CN/KCS proposed combination.

CREWS supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Petroleum products ranging from various fuel oils to plastics and Ethanol.

- Seamless operation equals speed for the customer – for service, customer service, billing, customs, notifications, one logistic platform

- Customers of both companies would benefit from faster, safer, more direct and more efficient service for North-South trade.

CREWS is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Clayton Jones
President
Canadian Rail Equipment Works and Services Inc.

cc: Parties of Record

CST Canada Coal Limited
Suite 500, 800 - 5th Avenue SW, Calgary, Alberta T2P 3T6, Canada

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

CST Canada Coal Limited (CST Coal) is a Canadian metallurgical coal mining company located in Grande Cache, Alberta. We have been working with CN for over 50 years. CN receives and hauls our coals from Winniandy station in Alberta to Coal Terminals at West Coast Canada.

CST Coal supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Metallurgical coal remains critical raw material for crude steel products around the world. CST Coal relies on CN's rail transportation service for coal shipments from the mine to West Coast. As part of CST Coal's overall supply chain and logistics management strategy, CN's rail service ensures CST Coal's coal is safely and effectively delivered to the North America and overseas steel mills for coke & steel productions.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

CST Canada Coal Limited
Suite 500, 800 - 5th Avenue SW, Calgary, Alberta T2P 3T6, Canada

The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of metallurgical coals from Grande Cache, Alberta to the coke plants and steel mills in the United States.

CST Coal is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Michael Wong
Director, Marketing & Logistics

cc: Parties of Record

C-TAI Energy Corp.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

C-TAI Energy Corp. (CTAI), through Ms. Carrie A. Chase has had a long-standing relationship with CN and KCS. Over the previous 10+ years Ms. Chase has assisted numerous companies including Canadian producers, downstream USGC refiners, Canadian/US Midstream companies to ship heavy crude and spent refinery catalyst from Canada to numerous downstream offload locations in many US states. CN and Ms. Chase have collaborated to provide cost effective, efficient, and integrated logistics solutions to enhance access to tidewater exports for Canadian producers utilizing intermodal bladders for crude and other various industry sectors, such as Sulphur.

Our clients are highly focused on sustainability, carbon neutrality and net zero goals and are looking to work with companies such as CN that are exceedingly focused on Environmental, Social and Governance (ESG). CN has proven itself a leader and first mover in incorporating and supporting ESG solutions throughout its business. This transaction will support the growth of trade between USA, Canada, and Mexico in an efficient and environmentally intelligent way. We are also incredibly supportive of the positive impact that the CN ESG standards will bring to the transaction for sustainability purposes and to reduce the overall carbon footprint.

CTAI supports CN's acquisition of KCS not only due to the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade but furthermore due to CN's commitment to environmental stewardship.

CTAI is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above.

Sincerely,

C-TAI Energy Corp.
CEO- Ms. Carrie A. Chase

Cc: Parties of Record





Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Dairy Fountain and Fountain Food and Beverage is a manufacture of dairy products and ships across Canada and into the US. We have a strong relationship with TransX/ CN and use their services to move our products. They have outstanding service and have helped us expand our market shares where we operate.

Dairy Fountain and Fountain Food and Beverage supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Dairy Fountain is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Murat Uslu



President

Fountain Food and Beverages Ltd.
Dairy Fountain Inc.

1080 Fewster Dr Unit 14

Mississauga, ON L4W 2T2 CANADA

T : 1 905 238 0000
T/F : 1 888 553 2479
info@dairyfountain.com
www.dairyfountain.com

cc: Parties of Record

Dakkota Integrated Systems, LLC
123 Brighton Lake Rd.
Brighton, MI 48116

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Dakkota Integrated Systems LLC is a current customer of CN, shipping intermodal containers of automotive parts and packaging between San Luis Potosi, Mexico and Detroit, Michigan. Over the last 4 years, the intermodal service has allowed Dakkota to benefit from being able to ship greater weight at a reduced cost that what would be possible shipping over the road. Leveraging the rail service has also allowed Dakkota to reduce its carbon footprint.

Dakkota supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Dakkota still mainly uses trucking as a transportation mode but has recently increased intermodal rail shipments to and from new suppliers in Mexico.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of automotive parts from San Luis Potosi to Detroit.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- The merger will provide seamless North South connectivity which will help further integrate North American supply chains and increase visibility of our shipments.

- CN would provide superior service at the borders, reducing friction for customers across geographies and transportation modes that it would leverage and apply to KCS's business.

CKR

- More accurate arrivals and departures with fewer interchange points would allow for better planning for us, the customer.

Dakkota Integrated Systems LLC is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Jim Gervers
Logistics and Transportation Manager

cc: Parties of Record

DALPOS ENTERPRISE SOLUTIONS GROUP
THE CLINTON EXCHANGE
101 NORTH CLINTON ST. - SUITE 300
SYRACUSE, NEW YORK 13202
TELEPHONE: (315) 474-3000

April 23, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Subject: USSTB Docket No. FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control--Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

I am writing in support of the proposed merger of the Canadian National [hereinafter "CN"] and Kansas City Southern [hereinafter "KCS"] Railways, resulting from the tender offer extended by CN to the Executive Management and Board of Directors of KCS on Tuesday, April 20, 2021, and to express our opinion that owing to the alignment with the United States-Mexico-Canada trade pact, that our rail-centric eCommerce/eFulfillment Global Supply Chain Logistics [hereinafter "GSCL"] enterprise model, associated with the development of rail-supported MegaSite and Select Site hosted at Eco-Industrial Parks located on and along the reach of existing and proposed rail-marine-barge-air GLSC capability.

General Background and Basis for Extending Letter of Support

Dalpos Enterprise Solutions Group, and Fiscal Development, LLC, support CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South Trade. We believe that a combination of CN and KCS would help us to win in our targeted eCommerce/eFulfillment GSCL enterprise projects. CN's strong track record of success with superior service, intermodal, and safety gives us confidence that a combined CN-KCS would be best-positioned to serve our needs, and that of our business invitees and joint venture business enterprise entities, especially our AgriTech and Agri-Business relationship companies. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seemlessly be able to integrate and partner with KCS.

The comibine company would create a logistics network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternate combination.

For example: The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefitting our shipments of eCommerce/eFulfillment for our Arendi 2.0 on-line retail and commerce transaction activity, from Upstate New York, to Kansas City (CenterPoint Intermodal Center Logistics Hub in Kansas City, Missouri, and Trans-Mex AgriTech and Agribusiness activity in South Texas in the Central Rio Grande River Valley Region (Brownsville and Harlingen, Texas), and the high-value fruit and wine grape industry in Mexico, with an end destination of Mexico City, Mexico.

The railroad multimodal solution provided by the CN and KCS merger, presents an opportunity to accelerate plans to market and sell bilological control and biopesticides into Sustainable Agriculture Market in Mexico that otherwise would kikely be years in the making, coming out of the Year-of-COVID coronavirus pandemic.

We view the merger of the CN and KCS railways, following the CN purchase of the Montreal Secondary Line and Fulton Subdivision, from CSX Transporation, as truly "once-in-a-lifetime" business circumstance that now presents in the instant premises, if the merger is approved by the United States Surface Transportation Board [hereinafter "STB"].

General Background and Statement of Implications Associated with the CN and KCS Merger in Upstate New York

We have evolved a proprietary Asset-Light Smart Logistiport Multimodal Enterprise Model, that we have programmed into a portfolio-build execution in New York State, that has been programmed to advantage the Montreal Secondary Line and Fulton Subdivision presently owned by CSX Transportation, to provide a year-round deepwater port connection to the Hutchison Port ecosystem (owner operators of 52 Ports located globally in 27 countries), via the Port-of-Montreal, and the new Marine Freight Container Terminal that CN is co-developing with HP at the Port of Quebec, that will be opened in 2024. On April 6, 2020, the STB conditionally approved the asset purchase-sale-and transfer; on February 24, 2021, the STB affirmed its prior conditional approval. The contract control date for the Purchase-Sale-Agreement between CN and CSX Transporation.

The merger of the CN and KCS railroad nettworks, that makes the CNR MegaSite Asset-Light Smart LogistiPort Multimodal Enterprise project configured along the reach of the Montreal Secondary Line situate in the Village of Central Square/Town of Hastings, strategically located as to eCommerce/eFulfillment Global Supply Chain Logistics, whether that is directed at the Port of Quebec Marine Freight Container Terminal, and the Hutchison Ports ecosystem (52 Ports owned/operated in 27 countries), or inland via the "enlarged and enhanced" CNR rail system, to the Breadbasket of the midwest, Kansas City, the southwest, Texas, and in turn, to Mexico City. The "Go-to-Market" Vision Plan that I outlined to the DESG connections in early July of 2020, can now be enlarged and enhanced for all that it can possibly provide for the CN MegaSite and companion portfolio of Asset-Light Smart LogistiPort Intelligent Local Hub Warehouse enterprise projects programmed for Arendi 2.0 "Last-Mile" Logistics 3PL Solutions and General Transportation/Container Intermodal Logistics solution provider network.

Refined Energy Holdings, LLC, Renewable Energy Group, LLC, and the Glen Muir Technologies, Inc. and Eco-Organics, Inc./SafeScience Nutratech biological control and biostimulants products and technology platform targeted to be sold into high-value fruit and vegetable broad-agriculture market in Mexico (Jalisco, Guanajuato. Michoacan, Sinaloa, San Luis Potosi regions) via strategic business relationships with Agrinos, Inc./Fertilizantes Tepeyac, Corteva Agriscience, Sygenta, and Tessenderlo-Kerley, Inc., incented by the new USMCA and the U.S. International Development Finance Corporation (DFC). DFC is the agency where certain functions from the Overseas Private Investment Corporation (OPIC) and U.S. Agency for International Development's (USAID) Development Credit Authority were consolidated under one roof. Calling itself "America's development bank," the DFC invests across multiple sectors — including energy — in emerging economies. When viewed in the context of the proposed CN and KCS business combination, it provides access to international business and business markets and sectors, that simply would not present absent the CN business expansion activity that opens-the-door to prudent, practical and economic growth and expansion activity faciliated by CN operating as a new corporate "neighbor" in our business community.

For the foregoing reasons, DESG and Fiscal Development, are confident in, and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21st century railway come to life, and participate in the national and international business trade and transaction activities the business combination provides.

Sincerely,

Gary O. Knapp
Managing Director
FISCAL DEVELOPMENT, LLC
Certified Community Development Entity
Telephone: (315) 373-3500 Office
Telephone: (315) 373-4078 Cell

Gary O. Knapp
Managing Director
DALPOS ENTERPRISE SOLUTIONS GROUP
MegaSite Evaluation, Planning & Certification Practice
Telephone: (315) 474-3000 (office)
Telephone: (315) 373-4078 (cell)

cc: Parties of Record

day 2 mobility

202-5399 Eglinton Avenue West, Toronto, Ontario M9C 5K6

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Day 2 Mobility Ltd. is a Managed Mobility & Professional Services provider to CN since 2018 supporting CN's mobility communication devices and services.

Day 2 Mobility supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Day 2 Mobility is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Larry Glugosh
President

cc: Parties of Record

DB GRANITE IMPORT & EXPORT INC.

6 CAPITAL CIRCLE CORMAN PARK
SASKATOON,SK S7R 0H4
PH: 306-242-2228, FX: 306-242-3334
Email: sales@dbgranite.com , www.dbgranite.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

DB GRANITE INC. deals with the CN Rail for our transportation & customs clearance needs and is very dependent and extremely satisfied with the timely service.
DB GRANITE INC. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We are an Importer of Granite, Marble and various stone products and can certainly explore the markets especially in Mexico if the CN acquisition of the KCS rail goes through.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of various client commodities from Mexico to Canada.

CN's significant experience providing seamless intermodal service throughout their network and across borders.

CN invests in technology and is prepared to extend our recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.
The combination with Brooklyn would add another line to the [Manhattan network] between Detroit and Kansas City, a speedway creating a faster, safer and more economical rail option for shippers who currently rely on trucks.
Manhattan and Brooklyn would form an organization that is stronger than the standalone Brooklyn and one that has an uncompromising commitment to safety.
Manhattan currently has the densest track detector network in the U.S., enabling it to detect faults in its trackage and respond to them quickly; and monitoring technology for boxcars to provide in-the-moment notification of issues needing attention.
Manhattan's safety culture, superior technology and operating experience would ensure safe operations across Canada, the U.S. and Mexico.

DB GRANITE INC. is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Manjit Dhaliwal
Director

6 CAPITAL CIR CORMAN PK SASKATOON,SK S7R 0H4 PH: 306-242-2228, FX: 306-242-3334
EMAIL: sales@dbgranite.com, Website: www.dbgranite.com

DeerGarden Resources Ltd., Suite 510, 634-6th Ave SW Calgary T2P 0S4
Tel: 1 403 264 1400 Fax: 1 403 264 1477 Website: www.dg-resources.com

To: Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: DeerGarden Supporting CN's Acquisition of KCS

Dear Ms. Brown:

DeerGarden Resources Ltd. has been cooperating with CN Rail and CNWW since early 2017 for rail/ocean transportation of non-hazardous cargos mostly in Canada and occasionally in the States. We ship crude bitumen and other bulk liquids through sea containers and potentially railcars south to GOM where KCS rail dominated.

DeerGarden Resources Ltd. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering us faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to market southward to the States. As known in the past five-year's cooperation with CN Rail & CNWW, the CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We are initializing the grain & hay transportation as well through the central west USA too.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless

DeerGarden Resources Ltd., Suite 510, 634-6th Ave SW Calgary T2P 0S4
Tel: 1 403 264 1400 Fax: 1 403 264 1477 Website: www.dg-resources.com

transportation and service that would not be available through KCS should it go forward with an alternative combination.

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of crude bitumen from Edmonton Canada to Port Arthur area & New Orleans, the Gulf of Mexico Coast.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

- Together, CN and KCS would have a robust network of end-to-end single-owner, single-operator services from Mexico to Canada – more than any other Class I railroad – with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.

- More accurate arrivals and departures with fewer interchange points allows for better planning

DeerGarden Resources Ltd. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Frank F. Yu
Chief Executive Officer
DeerGarden Resources Ltd.
Suite 510, 634-6th Ave SW Calgary
AB, Canada T2P 0S4

155 Gordon Baker Road, Suite 501,
Toronto, ON, M2H 3N5

April 23,2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Dell Technologies we are an IT provider of hardware, software and services solutions to CN Rail and and we are very instrumental for companies such as CN Rail as we help change the digital landscape as we drive progress through our technology.

Dell Technologies supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Dell Technologies are confident and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Jeff Denberg

Vice President, Enterprise Sales, Canada

Dell Technologies

Detroit Bulk Storage, Inc.

Post Office Box 600
Marine City, Michigan 48039

Phone: 313.841.7470
Fax: 313.841.7471

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Since 1979, Detroit Bulk has been a supply chain provider to the US infrastructure. Our multi modal services move millions of tons of limestone and other dry bulk materials such as salt and sand. These commodities are the foundation of American industry, infrastructure, and power. Detroit Bulk has a long-standing partnership that goes back many years with CN and they are a vital multimodal transportation supply chain provider.

Detroit Bulk supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. CN provides a network of multimodal networks through their rail, transload, trucking, Great Lakes docks and vessels.

We believe that a combination of CN and KCS would help the industry win in all markets. CN's strong track record of success with superior service, intermodal and safety gives the industry confidence that a combined CN-KCS would be best positioned to serve their needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Detroit Bulk Storage, Inc.

Post Office Box 600
Marine City, Michigan 48039

Phone: 313.841.7470
Fax: 313.841.7471

For example:

- The combined company's single-owner, single-operator service would enhance the industry's ability to be competitive in the Great Lakes transload and vessel markets. Offering Detroit Bulk market extension to current KCS customers that would now be seamlessly served. This benefit would only result from a CN acquisition.

- CN's significant experience providing seamless service throughout their network and across borders.

- CN's commitment to multimodal services, infrastructure investment and asset investment is unique to any other railroad in North America. This diversity makes CN's acquisition of the KCS the logical choice.

- The CN acquisition of KCS will further enhance our competitive position is securing inland transportation and access to deep water ocean and Great Lakes docks.

Detroit Bulk is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Noel Frye
Vice President

DFK Enterprise, Inc.

Derek Kruk
President

944 Rockbridge Road
Naperville, Illinois 60540
April 21, 2021

Cynthia T. Brown

Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

My name is Derek Kruk, and I am President of DFK Enterprise (DFK). In my role, I am responsible for all company rail operations.

DFK Enterprise is a bulk oil trading and transportation company with ongoing rail operations in North America. DFK has used CN frequently over the last ten years to ship petroleum products from multiple Canadian locations into the US Midwest and Louisiana. The combined CN/KCS railroad offers an efficiency improvement for North-South rail transportation.

DFK Enterprise supports approval of the CN/KCS combination. The transaction would provide benefits that we would hope to realize soon.

From our perspective, the transaction should provide extension of transportation options from Canada into the United States. The transaction should improve competition with current Canadian and American rail options. The combined CN/KCS network would help DFK Enterprise develop new markets, particularly into Texas.

We look forward to the transaction because it will allow a combined CN/KCS to provide DFK Enterprise more extensive single line rail service options. This will strengthen competition against the other, large rail carriers that serve our markets. For example, CN/KCS's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of oil from East Edmonton, Alberta to Houston, Texas.

For these reasons, DFK supports the combination of CN and KCS, because it should provide expanded options and provide for improved rail efficiencies. DFK Enterprise urges the STB to approve CN's acquisition of KCS as quickly as practical so that these systems can be integrated, and the benefits of this deal can accrue to all stakeholders.

Sincerely,

Derek Kruk

Derek Kruk
President

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Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

DICEX INTERNATIONAL INC., subsidiary of the DICEX GROUP, is a close provider of Customs Services for the Canadian National Railway and the Kansas City Southern Railway.
DICEX INTERNATIONAL INC. is specialized in transborder operations from and into Mexico, from U.S.A. and Canada, like direct exportations/importations (southbound shipments) , T3 in-bonds shipments, temporary importations of double stack containers and chassis. This service has been provided for 6 years at least, showing a steady grow of this commerce interchange allowing a more competitive environment for the region.

DICEX INTERNATIONAL INC. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also

provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

As a Mexican specialist in transborder operations between Canada , USA and Mexico, we believe that the combination of CN and KCS will create a very strong option for all the industries that will compete with other transportation modes that are less environmental friendly and risky.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting as an example:
  - Shipments of cereals, food and ingredients from the East Coast and Mid West into Mexico.
  - Shipments of auto parts and components from the Mid West and South of USA to Mexico and vice versa.

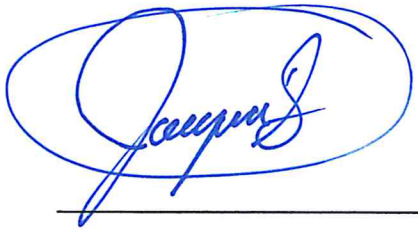
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

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DICEX INTERNATIONAL INC. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



DICEX INTERNATIONAL INC.
Joaquin Cervantes
Executive Operations Officer
DICEX INTERNATIONAL INC.
12110 Sara Road,
Killam Industrial Park
Zip Code 78045
T. (956) 2900 764

ccp: Eduardo Cantu (CEO DICEX GROUP)

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Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

DICEX LOGISTICA S.A. de C.V. subsidiary of the DICEX GROUP, is a close provider of Customs Services for the Canadian National Railway and the Kansas City Southern Railway.

DICEX LOGISTICA S.A. C.V. is specialized in warehousing and distribution in Mexico and USA and Canada. Being in a close relationship by our customs broker entities with the CN and KCS has helped us to provide new solution scenarios to our customers in Mexico using the intermodal services. In the past the main issues with the services was the lack of empty containers for northbound shipments but we know that the CN has been increasing the capacity of empty containers in order to fulfill the current needs. Right know there are customers struggling with empty capacity to export products via OTR and even paying round trips in order to guarantee enough empty equipment.

We foresee a tremendous opportunity on the northbound shipments from Mexico to USA and Canada and we know that having an innovative and reliable solution as it is the intermodal the future growth of the business is granted.

DICEX LOGISTICA S.A. de C.V. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's

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successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

As a Mexican specialist in transborder operations between Canada , USA and Mexico, we believe that the combination of CN and KCS will create a very strong option for all the industries that will compete with other transportation modes that are less environmental friendly and risky.
Finally, as a stronger believer of the future development of the region here are some key projects where we can see opportunity for future growth:

- Northbound shipments Mexico – USA and Canada (Lack of capacity)
- Northbound and Southbound shipments with an improved total landing cost when intermodal is used.
- Alternative to Long Beach port for sea freight when a Mexican port is used and delivery to the East Coast in USA.
- Railway is a key player in the success of the new Free Trade Zone scenario (R.F.E) where tax benefits and compliance regulations could be handled from those facilities instead of the border.

We believe that CN is fully aware of this and more business opportunities and we hope the KCS acquisition will be a key milestone on the CN innovation history.

Sincerely,

DICEX LOGISTICA S.A. de C.V.
Alejandro Cortinas
Director
Belisario Domiguez 2376
Monterrey N.L. Mexico
64060
T. +52 (81) 5000 8900

ccp: Eduardo Cantu (CEO DICEX GROUP)

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Integral Trade

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Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

DICEX, S.A. de C.V., subsidiary of the DICEX GROUP, is a close provider of Customs Services for the Canadian National Railway and the Kansas City Southern de Mexico, S.A. de C.V. .
DICEX S.A. de C.V. is specialized in the transborder operations from and into Mexico from U.S.A. and Canada like direct exportations (northbound) , T3 bonds, temporary returns of double stack containers and chassis..... This service has been provided in Mexico for 6 years at least showing a steady grow of this commerce interchange allowing a more competitive environment for the region.

DICEX , S.A. de C.V. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also

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provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

As a Mexican specialist in transborder operations between Canada , USA and Mexico, we believe that the combination of CN and KCS will create a very strong option for all the industries that will compete with other transportation modes that are less environmental friendly and risky.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting as an example:
  - Shipments of appliance products from Mexico to The United States.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

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DICEX S.A. de C.V. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

DICEX, S.A. de C.V.
Alfredo Bernal Hernandez
Sales Director and Officer
Belisario Dominguez No. 2376
Col. Obispado
Monterrey, N.L. , 64060
T. +(52) 81 5000 8900

Ccp: Eduardo Cantu (DICEX GROUP CEO)

Trade Made Easy

Divine & David inc.
13518 141A Avenue. Edmonton.T6V 1W5.
Website: divineanddavid.com
Email: info@divineanddavid.com

April 22, 2021.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Divine & David Inc, as a General Contracting company has been using Canadian National Railway (CN) over the years to meet our shipping / freight needs of construction materials such as railway granite/ ballast aggregate material in Canada.

Divine & David Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Our Company, has and will from time to time use CN in providing shipping / freight solutions to move materials such as ballast across North America for our clients.

The combined company would create network with enhanced end-to-end single-owner, single-operator service, which will result in a faster, safer, and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Ballast material across North America
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

- Job creation across the borders, enhanced competition among operators, direct access to new markets for CN Clients, directly connecting the Canada-U.S.-Mexico integrated supply chain, improved service, new routes around Chicago congestion, improved border processes, helping small business grow and reach more markets.

Divine & David Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.



Sincerely,
Rotimi Adekanmbi
General Manager,
Divine & David Inc.
Tel: 780 975 7861
Email: rotimi.adekanmbi@divineanddavid.com

DP WORLD
Americas

Regional Office

DP World ARO
5605 Carnegie Blvd., Suite 200
Charlotte, NC 28209

T: + 704-246-0343
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dpworld.com

April 21, 2021

Ms. Cynthia T. Brown
Chief of the Section Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S. W.
Washington, D. C. 20423

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

My name is Matthew Wells Leech and my business address is 5605 Carnegie Blvd Suite 200, Charlotte, NC 28209. I am the Chief Executive Officer of DP World - Americas. In my role, I am responsible for DP World's network of marine terminals and logistics business across North America and South America.

DP World and CN are very close transportation partners. CN provides highly reliable rail connectivity for containers and other cargoes being imported and exported through four of our Canadian marine terminals. Of particular relevance are our terminals in Prince Rupert, Vancouver and Fraser Surrey in British Columbia and our facility in Saint John (New Brunswick). DP World and CN have enjoyed a very close working relationship

DP World supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be well positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes.

For example:

- It will provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments markets south of Kansas City, that were previously inaccessible from British Columbia or Saint John.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

DP World is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Matthew Wells Leech
CEO - Americas
DP World

duostech

April 21, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

RE: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries – Control – Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Since 2018, Duos Technologies Group, Inc. and its subsidiary Duos Technologies, Inc. has been a supplier of our Railcar Inspection Portal to CN, and several other Class 1 railroads, which fully automates the mechanical inspection of railcars while they are in transit. Headquartered in Jacksonville, FL, we are proud to design, develop and deploy these systems in the United States and provide them to Class 1 railroads throughout North America and assist railroads in bringing cutting edge operational technologies into the 21st century.

Duos Technologies Group, Inc. fully supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for trade throughout North America.

As a supplier to the railway industry, and specifically to both CN and KCS, this transaction will be strategic as it will support the growth of trade between Mexico, Canada and the United States and the growth of investment in the North American rail network which will be both greatly beneficial to Duostech and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS. We also know from firsthand experience in working with both organizations, that they share a similar culture and environment to be leaders within the industry and establish standards for excellence.

In closing, we see the transaction as only beneficial and do not anticipate any negative impacts to our company, the environment or market competition. Duos Technologies Group, Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Charles P. Ferry
Chief Executive Officer

cc: Parties of Record

EAST & WEST TRANSPORTATION

4510 Eastgate Pkwy, Mississauga, ON, L4W 3W6 Phone: 905 629 0522 Fax: 905 629 9097

April 22, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

East & West Transportation has been in partnership with CN for the last 20 years. We ship all types of product f dry goods to displays and food items. CN has grown tremendously over the last years which enables us to grow as well and provide excellent service to our customers.

East & West Transportation supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Currently, we transport goods via truck through a third-party warehouse for shipment from Mexico, then transferred in Ontario for final destinations to Alberta, Saskatchewan, Manitoba and British Columbia. This addition would give our customers direct line from the United States and Mexico into Ontario.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of freight of all kind from Mexico to Canada.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

East & West Transportation is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Sarah Lynch
Operations Manager

cc: Parties of Record

Kodak

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Eastman Kodak is has been in partnership with TransX for around 20+ years experiencing great success with Domestic Canada and cross border shipments.

Eastman Kodak supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We do use rail today for much of our Chemical recovery business and I could see potential other growth in the future.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Chemicals from Rochester,NY to Canada and vice versa

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Eastman Kodak is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Justin de Souza
Eastman Kodak
Transportation Manager US&C

cc: Parties of Record

ED&F
MAN

E D & F MAN LIQUID PRODUCTS LLC

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

ED&F Man Liquid Products LLC supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

ED&F Man Liquid Products LLC sources, stores, sells, ships and distributes agricultural products including coffee, sugar, molasses, animal feed and pulses. We trade those products around the world, and with some, we process and brand them for industrial customers and the supermarket shelves.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to

365 Canal Street, Suite 2900
New Orleans, LA 70130

Telephone: (504) 274-4676
Facsimile: (504) 522-1638

ED&F
MAN

provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Condensed Molasses Soluble from Cox, MS to Cordova, IL.

ED&F Man Liquid Products LLC is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Lowell Oswald
Rail Manager

ED&F Man Liquid Products
365 Canal St. STE 2929 | New Orleans, LA | 70130
Office: (504) 274-4676
Cell: (504) 654-9581
Fax: (504) 522-1638
LowellO@us.edfman.com | www.edfman.com

cc: All Parties of Record

THE EQUITY

April 21, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Effingham Equity is a 102-year-old agricultural cooperative that has our origin adjacent to the CN rail line in Effingham, IL. In the early days, our company was primarily a receiver of products that arrived by rail such as coal, hay, and feed ingredients. During the past 102 years we have utilized our rail access to grow our company from 53 farmer members at a single location in 1919 to over 5,000 farmer members across 18 locations encompassing more than 20,000 square miles in south central Illinois. Put simply, we do agriculture! We rely on the CN rail to bring us fertilizer and feed ingredients for our customers to successfully operate their farms. Additionally, as production agriculture has improved total output, we rely heavily on the CN rail to transport our grain to end users throughout their territory and to the export market.

Effingham Equity supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade. We have utilized the CN rail to ship corn to feed mills in Canada. A combined CN-KCS will improve the North American transportation network and create a true USMCA railway whereby we could ship grain to end users from Canada to Mexico seamlessly via a single operator rail service.

We utilize railcar shipping for the majority of our grain sales with the remaining bushels shipped via truck. Rail shipments are of the highest efficiency both operationally and logistically for our company. Truck shipments are more time consuming and less efficient. Most of our truck shipments are directed to the Mississippi river to become export bushels. With a combined CN-KCS rail line we could utilize shipping by rail to either the St Louis river market or direct to the Texas Gulf export terminals, either destination would greatly improve shipping efficiency and logistics.

Effingham Equity is confident in and strongly supports CN's proposed acquisition of the KCS because it brings value to midwestern agriculture and our customers via inbound and outbound rail service.

Sincerely,

Mark Tarter
VP Grain
Effingham Equity

www.TheEquity.com

Ph: (217) 342-4101 • Toll Free: (800) 223-1337 • Fax: (217) 347-7601
P.O. Box 488 • 201 W. Roadway Ave. • Effingham, IL 62401

EFfingham RailRoad company

P.O. Box 190 • 129 N. Kennedy Blvd. • Vandalia, IL 62471
618-283-2268 • Fx: 618-283-2234 • www.efrr.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: **FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company**

Dear Ms. Brown:

Effingham Railroad is a shortline railroad which interchanges with CN at Effingham, IL. We have had an excellent long term relationship with the CN.

Effingham Railroad supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Effingham Railroad handles a considerable volume of forest products which originate on KCS. The CN – KCS merger would greatly enhance this movement

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Forest Products from KCS origins to Effingham, IL.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- The time in transit of KCS originated shipments will be reduced.

Effingham Railroad is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Charles Barenfanger
President
Effingham Railroad Company

cc: Parties of Record

EVERGREEN SHIPPING AGENCY (AMERICA) CORP.

April 23, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown,

Evergreen Shipping Agency (America) serves as agent for Evergreen Line in North America. Evergreen is a global ocean carrier that serves all continents with container ships. Evergreen supports CN's acquisition of KCS because of the benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to success in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be beneficial to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS alone.

Evergreen Shipping Agency (America) Corporation is voicing support for the CN's proposed acquisition of KCS because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes.

We hope to see the premier 21st century railway come to life.

Yours sincerely,

Peter Wan
Jr. Vice President – D
Marine Department

2018 hwy 35
Somerset wi 54025
715-247-3862
Evopowersports.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Evolution Powersports is a manufacturing industry member which makes use of the Rail Logistics Supply chain.

Evolution Powersports supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a manufacturer and customer of the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Evolution Powersports is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Jim Zuccone

James P Zuccone
President

cc: Parties of Record

FERROUS
Processing & Trading Co.

3400 East Lafayette St.
Detroit, Michigan 48207
phone: (313) 567-9710
fax: (313) 567-3163

FERROUS PROCESSING & TRADING Co. CN/KCS MERGER SUPPORT LETTER

Dear Ms. Brown

My name is Viktor Velichkov and my business address is 3400 E Lafayette Ave Detroit, MI 48207. I am Rail Logistics Manager of Ferrous Processing & Trading Co. In my role, I am responsible for everything that has to do with the railroads including: track/railcar leases, OT57s, Umler, railcar purchases/sales, railcar repair, and any new business development involving rail.

Ferrous Processing & Trading Co. is a customer of both CN and KCS. We currently have CN service at FPT Schlafer, Zalev Brothers, FPT Pontiac, and Nissan Canton. We ship to various steel mills served by CN/KCS. We currently ship scrap metal via KCSM/KCS from Jumandi in Chicalote, AG Mexico to Steel Dynamics in Columbus, MS. We are very happy with our service, our rates, and our relationship with KCS/CN.

Ferrous Processing & Trading Co. supports approval of the CN/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CN and KCS network with new single-line hauls would help us reach our existing markets and new markets more efficiently. Ferrous Processing & Trading Co. has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial.

We know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior in terms of both speed and cost.

We are very excited about the transaction because it will allow a combined CN and KCS to provide new, more efficient, and reliable rail service options. This will strengthen competition against the other, rail carriers and trucks that serve our markets. For example,

- **CN and KCS new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of scrap metal from Chicalote, AG in Mexico to metals markets in the Midwest where previously business was cost prohibitive due to high freight rates and transit times.**
- **We are particularly enthusiastic about the role new CN and KCS single-line routes will play in expanding access to growing markets across the United States, Mexico, and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.**

FERROUS
Processing & Trading Co.

3400 East Lafayette St.
Detroit, Michigan 48207
phone: (313) 567-9710
fax: (313) 567-3163

KCS and CN have had a cooperative relationship in the past, and CN-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options by consolidating our current multi-line hauls to a single line haul that is both more affordable and faster. One example would be our shipments from Nissan Canton, MS to Steel Dynamics in Arbela, MS.

At the same time, the entirely complementary nature of CN's and KCS' networks — connecting at only a few destinations and only overlapping at 1% of the combined network — means that the transaction will not have any adverse effects on competition. The transaction will only make these carriers a better alternative relative to the other options that already exist, since CN and KCS will continue to interchange with all of their other existing interline partners.

Given the straightforward network connectivity between CN and KCS, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

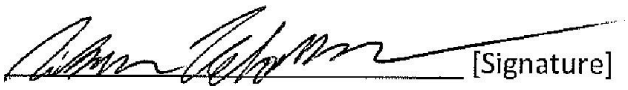
For these reasons, Ferrous Processing & Trading Co. is voicing support for the combination of CN and KCS, because it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. Ferrous Processing & Trading Co. urges the STB to approve CN's acquisition of KCS as swiftly as possible so that these systems can be integrated, and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Cc: All parties of Record

VERIFICATION

I Viktor Velichkov, state under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter,

Executed on 4/21/2021.


[Signature]

Viktor Velichkov

FOOD, HEALTH & CONSUMER PRODUCTS OF CANADA

PRODUITS ALIMENTAIRES, DE SANTÉ ET DE CONSOMMATION DU CANADA

FHCP PASC

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

My name is Michael Graydon. I am CEO of Food, Health and Consumer Products of Canada (FHCP). Our association is recognized as the authoritative and trusted voice of Canada's food, health, and consumer product industry, representing Canada's largest manufacturing workforce. CN is a valued and long-standing member of our association.

A modern, reliable and cost-efficient supply chain is a critical component of our industry. With more than 350,000 workers, the Food, Health and Consumer Products industry contributes more than $40 billion to Canada's GDP annually. Despite this success, our industry continually faces capacity constraints resulting from not having the right products in the right places for consumers. FHCP supports approval of the CN/KCS acquisition as this transaction would provide significant benefits that we are eager to see realized as soon as possible.

We believe a CN/KCS acquisition will result in enhanced rail capacity that will further support our industry. Time-starved Canadians expect product availability when needed. They are also extremely sensitive to price fluctuations. Increasing our industry's distribution capacity through an expanded network will support our obligation to provide Canadian consumers with competitive and stable pricing while also ensuring we drive sales and export to other markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

For these reasons, Food, Health and Consumer Products of Canada is voicing strong support for the combined company. We firmly believe it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Sincerely,



Michael Graydon
Chief Executive Officer
Food, Health & Consumer Products of Canada

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Fine Choice Foods LTD has been a customer of TRANSX for more than 5 years and we are very satisfied with the Transportation services provided, especially for INTERMODAL MODE OF TRANSPORTATION.

Fine Choice Foods LTD, supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Fine Choice Foods is a dedicated to delivering quality Asian foods (Fresh and Frozen products) for the North American Market since 1986, that need LTL and FTL transportation services to delivery all of our products across Canada and USA.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of fresh and frozen foods] from our plant to any Customer located in any City in Canada and in USA.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

- Shipping in Intermodal mode of transportation, reduce significantly the shipping cost or our products to our customers.

Fine Choice foods is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Raj Dhillon
VP Supply Chain
Fine Choice Foods
23011 Fraserwood Way, Richmond BC, V6V 3B3
phone:(604)374-1487
www.finechoicefoods.com

Alfredo Wong (SCMP, CCLP, MBA)
Logistics Planner
Fine Choice Foods
23011 Fraserwood Way, Richmond BC, V6V 3B3
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Freightera
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Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Freightera Logistics Inc. is a customer of TransX and CN. We are a Freight Marketplace that heavily promotes rail LTL and full loads across Canada and the United States. Our working relationship with TransX and CN is excellent and we would like to see expanded service in the United States.

Freightera supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Freightera Logistics Inc.'s customers use rail service for Canadian domestic, cross border, and US domestic shipping. We are eager to see TransX and CN expand with KCS and increase our business together.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of freight of all kids between Canada and the United States.

• CN's significant experience providing seamless intermodal service throughout their network and across borders. Freightera Logistics Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Eric Beckwitt, CEO
778-321-1650
eric.beckwitt@freightera.com

FREMANTLE TRAILER REPAIRS LTD.

Head Office:
1156 Kingsway Ave.,
Port Coquitlam, BC
V3C 6N7
(604) 460-8205

Mailing address:
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Pitt Meadows, BC
V3Y 2G7
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Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Fremantle Trailer Repairs Ltd is a repair vendor for CN rail since 1999. We are a certified commercial vehicle inspection facility and repair vendor for the province of British Columbia. We provide a service to maintain and repair CN's intermodal container and chassis fleet in Vancouver B.C.

Fremantle Trailer Repairs Ltd supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Fremantle Trailer Repairs Ltd is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Marc Celenza

Vice President
Email: marc.celenza@fremantegroup.com

cc: Parties of Record

Friday, April 23rd, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

FX Innovation is a Digital Transformation leader who has been offering Enterprise Automation and Cloud Solution services to CN for more than four years.

FX Innovation supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

FX Innovation is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Guillaume Bazinet
CEO

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

G2 Logix is a full-service transportation and Logistics corporation based in Canada and we provide full North American services to our wide range of customers, both Road and Rail.

G2 Logix supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

As a full Multi Modal provider to our customers we receive and ship on a full international basis, Ocean & Air and rely on various rail and road providers to move product to destination as well as the bilateral trade partnerships in both Canada, Mexico and the United States of America. We have and will continue to use various rail providers, CP Rail, UP, BNSF, as well as CN. We utilize road transportation for both our cross-border needs and domestically within both Canada and the USA. Our road structure has over 600 active carriers at this time.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and

service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Auto parts from Brampton to Mexico City and other various Mexican plants

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

G2 Logix is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

4/23/2021

Larry Cormier 4/23/2021

President,

GC Logix

7512 Bren Road, Mississauga, Ontario


G2
LOGiX
LOGISTICS SOLUTIONS

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

G3 Canada Limited has a long-standing working partnership with CN rail in Canada building out our elevator and terminal grain handling system and shipping grain from our country grain elevators to our port terminals. G3 supports CN's acquisition of KCS because of the benefits a CN-KCS railway would bring by offering more direct service for North-South trade.

CN's track record of success with service, and safety gives us confidence that a combined CN-KCS would be well positioned to serve our needs. Additionally, CN's track record of acquisitions over the past 25+ years also provides assurance that CN will be able to integrate and partner with KCS.

G3 Canada Limited supports approval of the CN/KCS combination. We feel the transaction would provide benefits and opportunities for the movement of grain both north and south via the new CN/KCS rail system.

The combined company's single-owner, single-operator service benefits our shipments of grain from Western Canada to ports on the U.S. Gulf, Atlantic and Pacific coasts that would help us reach new markets more efficiently. In the past CN has provided us with good service, but its market reach is limited today.

This acquisition will strengthen competition and opportunities for grain movement into these markets. We are supportive of the role new role CN will play in expanding access to growing markets across the United States, Mexico, and Canada.

For these reasons G3 Canada Limited is supportive of the combination of CN acquisition of KCS

Respectively

Don MacDonald

VP Operations

G3 Canada Limited

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April 21, 2021

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

G4S Canada is a third party Security vendor with CN in various Provinces across Canada since 2018.

G4S Canada supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in the rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

G4S Canada is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

DocuSigned by:
Joe Maloney
6B3E0D02225F449...

Joe Maloney
Vice President of Customer Solutions

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Galaxy Resources is a lithium chemical company developing a lithium mine in Northern Quebec, Canada. Galaxy intent to ship the lithium concentrate produced at the mine to a secondary transformation facility with a location to be determined. Lithium product will be used for the manufacturing of the battery to be used in electrical vehicles.

Galaxy Resources intent to use the Canadian Railway Company rail system to have access to the USA chemical and electrical vehicle manufacturing facilities located in central / eastern USA. You will find attached an extract from our Corporate presentation.

Galaxy Resources supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of lithium products from Quebec to US chemical and electrical vehicle manufacturing hubs in North Carolina, Ohio, Michigan, Tennessee, and / or Georgia.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Galaxy Resources is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Denis Couture

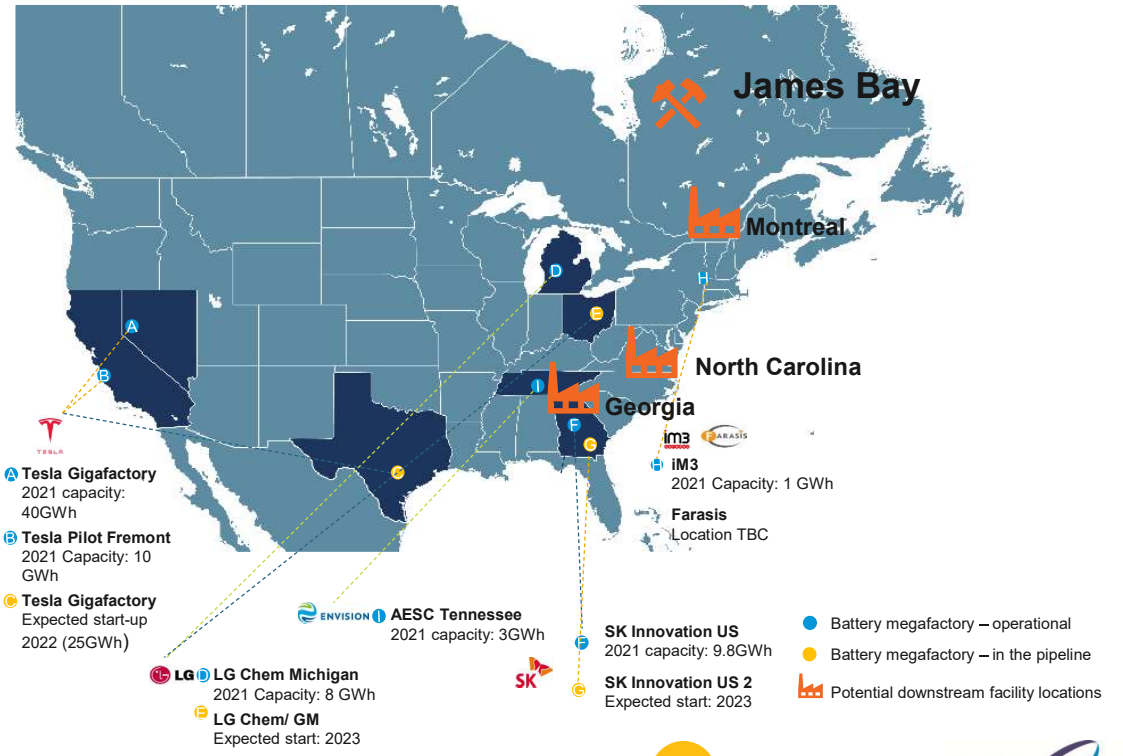
Denis Couture
General Manager – Galaxy Lithium Canada Inc.

cc: Parties of Record

JAMES BAY – POTENTIAL DOWNSTREAM LOCATIONS

Enhanced scale enables merged group to pursue development of a downstream facility for James Bay product with location and engineering studies to begin immediately

- Merged group will immediately begin location and engineering studies for downstream conversion facility to process James Bay spodumene
- Studies on James Bay mine and concentrator will progress on current timeline with studies on fully integrated business to be run in parallel
- Integrated project will establish a significant lithium chemicals business in North America to service the forecast demand growth
- Merged group de-risks delivery of an integrated business through:
    1. Enhanced scale and financial capacity
    2. Galaxy's existing in-country team and hard rock experience
    3. Orocobre's lithium hydroxide conversion experience
    4. Combined marketing relationships



GCT Global Container Terminals Inc.
Suite 610, 375 Water Street
Vancouver, BC, Canada V6B 5C6

T +1 604 267 5200
F +1 604 915 9557
globalterminals.com

April 21, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

RE: **FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company**

Dear Ms. Brown:

GCT Global Container Terminals Inc. operates marine terminals in Canada and United States. Our facilities provide on-dock rail connectivity via two Class 1 Railways that includes CN Rail into Eastern Canada and US Midwest.

GCT supports CN's acquisition of KCS because of the benefits a CN-KCS railway would bring by offering fast, safe, clean, and more direct service for North-South trade.

The combination of CN and KCS would help the industry be successful in our markets. CN's strong track record of success with excellent service, intermodal and safety gives confidence that a combined CN-KCS would be well positioned to serve the industry's needs. Additionally, we understand CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

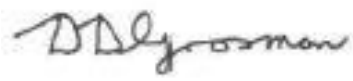
CN's service has enabled growth in the Ports where we operate terminals, bringing a high level of connectivity across the supply chain. Therefore, the combined company presents the ability to create a network with enhanced end-to-end single-owner, single-operator service that will likely result in a fast, safe and economical rail option for shippers where they currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide seamless transportation and service.

For example:

- The combined company's single-owner, single-operator service would enhance the industry's ability to be competitive in the markets in which we operate, linking shippers between Canada, USA, and Mexico.
- CN's experience and resources in providing intermodal service throughout their network and across borders fits the structure.

GCT does not oppose CN's proposed acquisition of KCS for all of the reasons as stated above.

Yours sincerely,



Doron Grosman
President and CEO

GENESIS
SUPPLY CHAIN SERVICES LTD.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Genesis Supply Chain Services LTD supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Genesis Supply Chain Services LTD works with Transx Group of companies, in regards to Intermodal and road transport for the last eight years, and has been extremely satisfied with their business.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of food goods from West to East.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Genesis Supply Chain Services LTD is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Gabrielle Chambers
Director
519-673-9154
gchambers@gentransport.com

GESCO
GROUP OF COMPANIES

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

GESCO Group of Conpanies, is Canada's leading national floor covering solutions company. As Canada's largest flooring distributor, we work in close partnership with CN in getting our product to market.

GESCO Group of Companies supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Today, we depend on long haul trucking for shipments out of the Southern US market. The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Key benefits include:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of flooring products from the Southern US into key Canadian markets.

- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway. Compared to other transportation modes, rail is the most fuel-efficient method of moving freight over land. CN can help customers reduce GHG emissions by leveraging rail for the long haul and trucking over shorter distances

- Together, CN and KCS would have a robust network of end-to-end single-owner, single-operator services from Mexico to Canada – more than any other Class I railroad – with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.

- Furthermore, this transaction would provide shorter distances than would be offered by the proposed KCS and CP transaction on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal.

GESCO Group of Companies is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Andrew Midwinter
Director of Logistics

cc: Parties of Record

GIO RAILWAYS

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

GIO Railways work closely with CN to develop markets and ship rail traffic to/from the Ontario Canada region. The commodities handled include agriculture products, pulp and paper, metal recycling, plastics, fuel and lumber.

GIO Railways supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our customers' markets. CN's strong track record of success with superior service and safety gives us confidence that a combined CN-KCS would be well positioned to serve our customers' needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for our customers. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service.

Gerry Gionet - President
P. 226-927-9391 • F. 905-735-7559
www.giorail.com / gerry.gionet@giorail.com

GIO RAILWAYS

For example:

- The combined company's single-owner, single-operator service would enhance our ability to offer new markets to our customers with faster transit times not having to transit via Chicago.

- Customers of both companies would benefit from faster, safer, more direct and more efficient service for North-South trade. Reducing our customer's equipment costs.

GIO Railways is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above.

Sincerely,



Gerry Gionet - President
www.gioral.com gerry.gionet@giorail.com
226-927-9391
cc: Parties of Record

Globco International Inc

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Globco International Inc is a Freight Broker, Freight Forwarder and Custom Broker and we are using CN for many of our lanes.

Globco Int'l supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

[We have a lots of needs, especially in USA Are using both rail and road. We have many customers and we are doing import-Export, Rail is a major for us.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Globco International Inc is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Alexandre Perron
Sales Manager

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Go Expedited has enjoyed quality and efficient service from CN for over ten years. CN has helped our business expand by providing us the opportunity to offer our clientele with intermodal supply chain services to key destinations across Canada.

Go Expedited supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

As an asset based, over the road transport company we seek strategic suppliers like CN to complement our logistics service offering. The geographic coverage of CN services has provided our business the ability to combine a reliable and efficient supply chain network across Canada.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS

rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

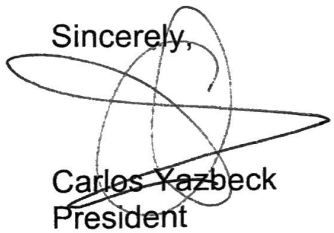
For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of general consumer goods from Toronto to Chicago.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Go Expedited is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Carlos Yazbeck
President

cc: Parties of Record

GOOD
FOOD FOR GOOD

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Good Food For Good Inc. is a manufacture of sauces and condiment products and ships across Canada and into the US. We have a strong relationship with TransX/ CN and use their services to move our products to western Canada and into the US. As a growing company we have been very pleased with the support from TransX/ CN to get our products to our customers in a safe and timely manner.

Good Food For Good inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

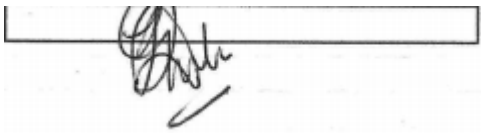
The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Good Food For Good inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Prashant Dube

Director



Good Food For Good

M: (647) 680 8058

E: prashant@goodfoodforgood.ca

www.goodfoodforgood.ca

cc: Parties of Record

GOODRICH GROUP

Goodrich Terminal Ltd.

P.O. Box 16601, RPO Bear Creek Surrey, BC V3W 2P5. Ph: 604 583 0006 Fax: 604 584 0006

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Goodrich Terminals has a strong relationship with CN over the years. Goodrich Transload lumber on CN Rail to across United States. With the purchase of KCS we will able to expand to different markets.

Goodrich Terminals supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Goodrich has secured customer commitments for on average, 270 rail carloads per month. The incremental revenue and profitability due to the rail link extension from Goodrich's facility to the Cn Rail switch bolster the company's already strong financial position.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of lumber from interior to overseas and all over the USA
- CN and KCS would provide shorter distances than would be offered by the proposed KCS and CP on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal, effectively creating a Greenway to compete with trucks from Mexico, through the US heartland to Canada.
- Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.

GOODRICH GROUP

Goodrich Terminal Ltd.

P.O. Box 16601, RPO Bear Creek Surrey, BC V3W 2P5. Ph: 604 583 0006 Fax: 604 584 0006

- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway
- Create new market reach (expand market options) for both sourcing of inbound and outbound opportunities.
- The merger will provide seamless North South connectivity which help further integrate North American supply chains
- Unlike other railroads, CN has a Chicago advantage when moving goods to Detroit or western Canada. It travels around Chicago not through the heart of the city, removing the risk of seasonal – sometimes crippling – rail bottlenecks and creating fewer interchanges.
- Together, CN and KCS would have a robust network of end-to-end single-owner, single-operator services from Mexico to Canada – more than any other Class I railroad – with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.
- This transaction would provide shorter distances than would be offered by the proposed KCS and CP transaction on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal.
- We have a track record of investing in the communities we operate in and engaging directly. We spent over $20 million USD in the past 4 years in local spending and Community Partnerships in the US.
- The greater use of combined transport helps lower transportation costs by allowing each mode to be used for the portion of the trip to which it is best suited and also helps reduce emissions, traffic congestion, accidents and the burden on overstressed transportation infrastructure
- CN invests in technology and is prepared to extend our recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

Goodrich Terminals is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Sucha Seikhon
President

cc: Parties of Record

GrainsConnect
CANADA

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

GrainsConnect Canada Operations Inc. is an expanding Western Canadian supply chain delivering grain and oilseeds to global markets. Our longstanding business partnership with CN has been essential to our success and growth. CN has been a leader in driving efficiency and superior service through the grain supply chain.

GrainsConnect Canada Operations Inc. supports CN's acquisition of the KCS because of the added benefits a CN-KCS railway would bring to North American markets. CN's faster, safer, and more direct service for North-South trade will bring more efficient and economical service.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will be able to integrate and partner with KCS effectively and seamlessly.

We believe that the CN-KCS would create a network with end-to-end single-owner, single-operator service that would enhance our ability to be competitive in the markets in which we operate. As our business continues to grow, GrainsConnect Canada will see a need to expand to additional markets. The CN-KCS merger would provide the ideal North American connectivity that would offer the best opportunity to expand our shipments of grain commodities from Western Canada to North American grain markets.

We are hopeful for this transaction as a CN-KCS merger will be able to provide the seamless transportation and service that would not be available through KCS should the company go forward with an alternative combination.

GrainsConnect Canada Operations Inc.

t: +1 403-879-2727
f: +1 403-879-2612

260, 48 Quarry Park Blvd SE
Calgary, Alberta, Canada T2C 5P2

grainsconnect.com

BC 1057978

GrainsConnect
CANADA

GrainsConnect Canada Inc. is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21st century railway come to life.

Sincerely,



Warren Stow
President

cc: Parties of Record

GRANDE CHEESE COMPANY LIMITED
HEAD OFFICE
468 Jevlan Drive, Woodbridge, Ontario L4L 8L4
Tel: (905) 856-6880 • Fax: (905) 856-6884

Grande Cheese Company Limited

468 Jevlan Drive

Woodbridge, ON

L4L 8L4

Cynthia T. Brown

Chief, Section of Administration

Office of Proceedings

Surface Transportation Board

395 E. Street, S.W.

Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Grande Cheese Company Limited has been doing business with CN for the past 16 months. We use CN to deliver LTL Fresh products across Canada. We use CN for rail service.

Grande Cheese Company Limited supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly

be able to integrate and partner with KCS. Grande Cheese Company Limited has been using CN for fast and reliable rail service across Canada. The use of rail services gives us a very good competitive advantage in pricing our product to our customers.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of goods from Eastern Canada to Western Canada and vice versa.

CN's significant experience providing seamless intermodal service throughout their network and across borders.

Grande Cheese Company Limited is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Joe Contardi

President & Owner

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Grandmother's Bake Shoppe supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Grandmother's Bake Shoppe is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Joe Pengelly
(416) 782-9000
jpengelly@grandmothersbakeshoppe.com
65 Samor Road, Toronto, M6A 1J2

Michael Barbosa
Business Development
Granite Telecommunications
100 Newport Ave Ext
Quincy Massachusetts 02171

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

[Granite Telecommunication] is supporting Canadian National's efforts to consolidate and reduce expenditures on TDM & Copper Infrastructure

Granite supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Granite is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Michael Barbosa

Buisness Development , Granite LLC

4/23/2021

GREATER MEMPHIS CHAMBER

April 22, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

My name is Ted Townsend, Chief Economic Development Officer at the Greater Memphis Chamber in Memphis, TN. The Greater Memphis economy has gained an international reputation as a location of choice for companies within a diverse set of key industries. Leveraging our strategic geographic location and leaning into our industry specializations, Greater Memphis is competitively positioned to grow future-focused density in the areas of Agribusiness and Technology, Food and Beverage Processing, Medical Devices, and Innovation as well as Transportation and Logistics.

Memphis is a city that was built around the railroads. Memphis can reach 45 states and Canada and Mexico by rail within 2 days and is one of only four cities in the U.S. to be served by 5 class 1 railroads. Single system shipment is available to all 48 contiguous states, Alaska, Mexico, and Canada. Access to rail is available 24/7 at nine intermodal yards throughout the Memphis metro. Home to five wide -span cranes, the intermodal yards can lift capacity of more than 2 million TEUs annually. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs.

CN's acquisition of KCS will allow our partnership to offer an enhanced service to our customers. While KCS and CN work together to provide joint routes, which remain among the transportation options as separate companies they have not been able to offer the kind of seamless service that would benefit the Memphis area and the KCS-CN merger will further enhance our reach. While there is some overlap in the networks, the overlap between CN and KCS networks is very limited and additional connection points will facilitate the combined

22 N. Front Street, Suite 200, Memphis, TN 38103
P.O. Box 224, Memphis, TN 38101-0224 General: (901) 543-3500 Fax: (901) 543-3510

railway to create new innovative transportation solutions and competitive lanes. The CN-KCS merger will provide shorter distances on many key routes for our growing industry partners as well as the Memphis economic community and its surrounding areas.

We have been impressed with CN's commitment to innovation in the rail industry making them an industry leader in fuel consumptions, sustainability and safety. CN's consistent track record in innovative solutions such as the automated track inspection technology and car inspection portals will enhance the safety, speed and reliability of the KCS network.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that is not currently available.

For the reasons stated above, Greater Memphis Chamber is expressing our support for the combination of CN and KCS as it will enhance overall competition through the multiple connection points creating more and faster transportation lanes through the US Heartland.

We hope to see the premier 21st century railway come to life.

Sincerely,



Ted Townsend
Chief Economic Development Officer
Greater Memphis Chamber

CC: Parties of Record

GREENFIELD
GLOBAL

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Greenfield Global is an ethanol producer and ships its tank cars and hopper cars on the CN network and throughout Canada and east to west coast in the US. Greenfield has been a shipper with the CN since 1998.

Greenfield Global supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS may help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS may be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Greenfield Global ships in continental North America by both rail and truck today. We are continuing to explore new market opportunities and to ship in ways that reduces our carbon footprint.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service.

275 Bloomfield Road, Chatham, Ontario, N7M 0N6, Canada | P. 519.436.1130 | F. 519.436.1595
www.greenfield.com

Greenfield Global is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



_____

Chris Deline
Logistics & Trade Compliance Manager
Greenfield Global Inc.

Fifth & Fifth #2040, 605 - 5 Avenue SW Calgary, Alberta Canada T2P 3H5
(403) 930-6400 www.grizzlyoilsands.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

April 25, 2021

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Grizzly Oil Sands ULC is a junior oil producer focused on production from the heavy oil reserves located in North-East Alberta, Canada. Grizzly and its shareholders believe that wide regional price differentials afflicting heavy oil produced in western Canada are due to export capacity constraints. To maximize its oil production netback, Grizzly has made significant commitments to market its growing production stream by rail. Grizzly has railed its production to various locations across North America, including the large refining complexes in Southern Louisiana and Texas. In accessing these refineries, Grizzly has worked with both C.N. and KCS. Grizzly has found the service efficient from both parties and would expect a combined rail entity would only increase that efficiency. In developing marketing strategies, Grizzly has worked with the C.N. business personal and found them accommodating and helpful in growing shipping opportunities. We look forward to seeing the extent of those opportunities as the combined KCS/CN entity would be a first North American rail carrier.

Grizzly supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Shipping crude by CN and KCS has numerous advantages beyond gaining access to Brent based pricing in the U.S. Gulf Coast refining market. It also allows Grizzly to bypass current pipeline constraints and avoid the uncertainty-related risks surrounding proposed crude oil pipelines, avoiding the drawbacks of long-term (up to 20-year), take-or-pay shipping contracts imposed by the large trunk pipelines. These contracts create serious risks for smaller oil producers, requiring them to sell their production to midstream aggregators, sacrificing further netback.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail can provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Fifth & Fifth #2040, 605 - 5 Avenue SW Calgary, Alberta Canada T2P 3H5
(403) 930-6400 www.grizzlyoilsands.com

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Crude Oil from Western Canada to Refineries located in the US Gulf Coast.

- CN's commitment to work with other class 1s to keep existing gateways open, including Kansas City, and collaborate to grow volume will enhance competition.

- Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.

- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway.

- The merger will provide seamless North-South connectivity which will help further integrate North American supply chains.

- Customers of both companies would benefit from faster, safer, more direct, and more efficient service for North-South trade.

- Rail investment generates collaboration and business development opportunities.

- CN can help our customers reduce GHG emissions by leveraging rail for the long haul and trucking over shorter distances.

- CN invests in technology and is prepared to extend our recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

- CN's safety culture, superior technology and operating experience would ensure safe operations across Canada, the U.S. and Mexico.

Grizzly is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Serge Bisson
President – Grizzly Oil Sands ULC.

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

GSH (Groupe St-Henri) is for the last 30 years a major service provider for DOT inspection, repair, and maintenance for CN Quebec locations.

GSH strongly supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, clearer and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

GSH is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Serge Larocque
V.P. operations
Serge.Larocque@GSH.ca
T. **514-363-0000 ext. 2200**
M. **514-292-1677**

8003 Rue St-Patrick
Montreal, Qc H8N 1V1

62 Medulla Avenue
Toronto, Ont M8Z 5L9

cc: Parties of Record

April 21, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown,

Groupe Transit being a freight forwarder, has established over the years a partnership with CN and of course KCS.

We, at Groupe Transit, supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, cleaner and more direct for North-South trade

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the part 25 years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Having a partnership with CN is giving us direct access to Canada – US – Mexico. CN has improved services, provided new routes around Chicago congestion, as well as improved border processes. This new CN/KCS merger will only help us being more competitive on the market and help us be more successful.

The combined company would create a network with enhanced end-to-end single-owner, single operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

We see only benefits, the combined company's service from / or to Canada and between Mexico, increasing security of goods, more predictable pricing, reducing handling cost, faster and better service and price. This merge will also give us a better access to a standardized transit schedule.

CN's significant experience providing seamless intermodal service throughout their network and across the borders, increasing capacity and improving safety.

Groupe Transit is confident in and strongly supports CN's proposed acquisition of KCS for all the reason as stated above. We hope to see the premier 21st century come to life.

Sincerely,

Jacques Bédard

Président

Tel : 514 360-0356, poste 700 • **1 888 90TRANSIT (8-7267)**• Cell: 514 953-8928
jbedard@groupetransit.com • groupetransit.com



CC : Parties of Record

Guycan Plastics Limited
215 Statesman Drive
Mississauga, ON L5S 1X4
www.guycanplastics.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Guycan Plastics Limited has a long standing relationship with CN Rail, and relies on its services for Custom Clearance, Transportation, and Consultation of goods procured Globally.

Guycan Plastics Limited supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more directservice for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CNwill effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator servicewhich will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes.We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of food packaging throughout North America

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Guycan Plastics Limited is confident in and strongly supportsCN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Doashan Balram
President
Guycan Plastics Limited

cc: Parties of Record

Hallcon®

April 22, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Hallcon Corporation has been a transportation services provider to CN for over 20 years in the US and Canada. We provide 24/7/365 on-demand transportation to reposition train crew members and keep trains moving efficiently through their network.

Hallcon Corporation supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring, including faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in the rail network which will be both beneficial to us and the overall economy.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, and we do not anticipate any negative impacts to our company, the environment or market competition.

Hallcon Corporation is confident in and strongly supports CN's proposed acquisition of KCS for the reasons stated above.

Sincerely,

John R. Stoiber
President & CEO

cc: Parties of Record

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Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Handy at Heights Construction Inc. is a Canadian-based construction company that provides CN with telecommunications installation services in the province of Ontario, Canada since 2002.

Handy at Heights Construction Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Handy at Heights Construction Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

DocuSigned by:
FA2D10A54A0F461...
Ron Leis

Owner
4/25/2021

cc: Parties of Record

Heritage Marine



P.O. Box 21
Knife River, MN 55609
(218) 590-0682
E-mail:
heritagemarine@frontiernet.net
Mike Ojard ~ Owner

April 25, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street S.W.
Washington DC 20423-0001

Re FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Operating Subsidiaries-Control-Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Heritage Marine is a family owned tugboat and towing operation operating on Lake Superior. We offer towing and ice breaking services to vessels in the Duluth, Two Harbors, and Superior area.

Heritage Marine has partnered with the CN from our beginning. CN's support and commitment to our business has provided stability and allowed us to grow in size and horsepower. CN has proven to be a trustworthy and valuable asset not just to Heritage Marine but the entire region.

Heritage Marine supports the CN's acquisition of the KCS. We see the expertise that CN brings to the railway and our harbors and we believe that they can do this and more with the acquisition of the KCS.
We see the professionalism of the CN in our everyday lives. The

commitment to safety and fiscal responsibility is evident in their operations here in the Great Lake region. We believe that the CN will bring this same dedication to the KCS system and will improve the continuity of service in North America

Heritage Marine is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons stated above.

Sincerely

Pat Ojard

Heritage Marine

Herzog Railroad Services, Inc.
700 S Riverside Road • St. Joseph, MO 64507
816-233-9002 • www.herzog.com

HERZOG

April 22, 2021

Re: CN - KCS Support Letter

Herzog Railroad Services, Inc. ("Herzog") is a proud supplier of maintenance of way equipment providing support to various entities in the railroad industry.

Both the Canadian National Railway ("CN") and the Kansas City Southern Railroad ("KCS") are valued customers.

Herzog respectfully supports the decision made by the CN to put forward a proposal to acquire KCS.

As a strong supporter and advocate for the rail industry, we believe this combination will bring growth and investment in the North American rail network.

While this potential merger will expand CN's network, it will also expand opportunities for companies like Herzog to offer greater support and additional services to this new organization.

The new transportation services and opportunities that CN and KCS will be able to offer to their customers will stimulate growth in rail transportation by providing new and competitive solutions that will shift freight from trucks on the highways to the rail system.

This is good for the rail industry, the US economy, and the future of our country.

This new company will foster both economic and employment growth in the United States and across the Continent under the USMCA trade agreement.

This growth and development will drive investment in new rail capacity that benefit shippers, consumers, and suppliers like Herzog.

For these reasons, we look forward to a timely completion of this transaction so that the benefits become tangible as soon as possible.

Sincerely,

Brad Lager

Brad Lager
CEO

Holland

April 23, 2021

Canadian National Railway
935 de La Gauchetiere
Montreal, Quebec, Canada
H3B 2M9

Holland, L.P. Support of CN-KCS merger

To whom it may concern:

Holland, L.P. is a product and service supplier to railroads across North America. Canadian National Railway has been a valued customer of ours for decades. I, Jordan Wolf, serve as the President of Holland, L.P. We provide CN with contract services that help extend the life of their critical railway infrastructure and enhance the safe operation of trains. These services include: Rail welding, track testing, track construction, and track maintenance. I am writing in support of the proposed merger between CN and KCS because:

- CN has demonstrated their commitment to continually reinvest in critical infrastructure ensuring safe operations of trains.
- It will encourage the growth and investment in critical North American railway infrastructure necessary to protect and enhance our shared economic prosperity.
- It will result in new, cross border, competitive freight options that will remove trucks from highways and benefit our environment.

In short, we view this potential merger as creating important economic efficiencies, while benefitting our environment, and creating growth opportunities for suppliers like us. We are not aware of any adverse impacts that this proposed merger will create to competition, the environment, or the public interest.

Sincerely,

Jordan C. Wolf

President
Holland, L.P.

HOLT LOGISTICS CORP.
101 S. King Street • Gloucester City, NJ 08030
Tel: (856) 742-3000
Fax: (856) 742-3291
www.holtlogistics.com

April 23, 2021

Ms. Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
SURFACE TRANSPORTATION BOARD
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Holt Logistics Corp. provides logistics, technology and administrative services for client companies involved in the supply chain industry . CN is a strategic partner, providing a cold chain solution allowing refrigerated cargoes moving through the Port of Philadelphia from all over the world to distribute throughout Canada.

Holt Logistics Corp. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Many of our clients are in the business of terminal operations and warehousing of imported and exported agricultural products and other commodities. The CN acquisition will bring vital business to our region, having the potential to generate substantial economic and job growth. Our rail needs continue to grow as the Port and related businesses have seen double digit growth over the last 10 years. Good rail partners like CN our key to this growth.

HOLT LOGISTICS CORP.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of refrigerated, agricultural, and containerized cargoes from Canada and the Midwest.

CN's significant experience providing seamless intermodal service throughout their network and across borders.

The larger network created by the acquisition will allow for sustainable growth through a preferred rail network.

Holt Logistics Corp. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Eric T. Holt
Chief Commercial Officer

cc: Parties of Record

Hopewell

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Hopewell Group of Companies has worked with CN/TransX with one our largest warehouse customers, Campbell Soup Company.

Hopewell supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Hopewell is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Kevin Roy
Transportation Manager
Hopewell Logistics Inc.
255 Chrysler Dr. Unit 3 Suite B.
Brampton, ON L6S 6C8
email: kroy@hoplog.com
web: www.hoplog.com

HUDSON'S BAY | SUPPLY CHAIN & LOGISTICS

Date: 4/23/2021
Subject: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Hudson's Bay Company is a long-standing customer of CN. We ship predominately throughout Canada; however, we look to explore new gateways with our respective locations. Overall, our service with CN continues to exceed our expectations.

Hudson's Bay Company supports CN's acquisition of KCS because of the benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful that this transaction as a CN-KCS rail will be able to provide the seamless transportation and service.

Hudson's Bay Company supports CN's proposed acquisition of KCS for all the reasons above.

Sincerely,

Alex Boyd

Alex Boyd

DVP, Logistics

Hudson's Bay Company

cc: Parties of Record

Hunt Refrigeration (Canada) Inc.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Hunt Refrigeration is a service company operating in multiple provinces across Canada and taking care mainly of the Refrigerated Cargo passing through Intermodal and Domestic Containers for CN. We are a longstanding supplier and partner of CN in many strategic locations.

Hunt Refrigeration supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Hunt Refrigeration is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Eric Bedard, President

cc: Parties of Record

HUTCHISONPORTS

Hutchison Port Holdings Limited
Hutchison House, 5 Hester Road,
London, SW11 4AN, United Kingdom.
T +44 (0) 20 7350 5625
F +44 (0) 20 7350 5631
www.hutchisonports.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown

Hutchison Ports is the world's leading port network, with over 30,000 employees, operating 53 ports and terminals in 27 countries in Asia, the Middle East, Africa, Europe, the Americas and Australasia.

In 2019 Hutchison Ports partnered with CN Rail and Quebec Port Authority to announce the signing of a long-term concession agreement to develop a new deep water container terminal in Quebec City, to serve the U.S. Midwest and Ontario.

Hutchison Ports supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We strongly believe there are a number of benefits to be achieved by a combination of CN and KCS. The combination would help us to offer better services to customers and extend their supply chain reach and competitiveness throughout North America. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Registered in England & Wales No. 03057136
Registered Office: Tomline House, The Dock, Felixstowe, Suffolk, IP11 3SY, United Kingdom.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for customers on many key routes.

Hutchison Ports is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Yours sincerely



Clemence Cheng

Executive Director

Hutchison Port Holdings

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HyLIFE FOODS WINDOM

2850 Hwy 60 E, Windom, Minnesota 56101
p: 1.507.303.7500 www.hylife.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

HyLife Foods Canada is one of Canada's largest integrated pork processing companies, employing over 3,500 people, with five processing plants located in Canada, USA and Mexico. In Canada, we currently utilize CN Rail services of approximately 100 container loads per week. Our company has been on a very aggressive ten-year growth plan and CN Rail has been a strategic vendor of ours since 2007. During this time, CN Rail has proven to be actively engaged in our growth plans and has been very responsive in meeting our needs lock step as we have grown.

HyLife Foods supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

As stated, HyLife has processing plants that focus on the Asian Export Markets, located in Central Canada, the Mid-West USA and in Central Mexico, directly in line or near the Canadian, USA and Mexican central corridor. As you can imagine, the alignment of our processing plants on the North/South rail service under the CN banner would create a strategic advantage for our company, as well as an opportunity to centralize strategic vendor relationships which will remove some of the complexity working with individuals who know our business as well as our service needs and expectations.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

CANADA BEST MANAGED COMPANIES Platinum member

DocuSign Envelope ID: EFFA327D-8916-48EA-B77E-7919DDB9FAB2

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of pork from and to the following locations:
    - Kansas City → Mobile, Alabama
    - Kansas City → Winnipeg → Vancouver
    - Chicago → Winnipeg → Vancouver
    - Kansas City → Houston
    - Kansas City → Mexico

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

HyLife Foods is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Ron Schellenberg

Ron Schellenberg
Chief Supply Chain Officer

cc: Parties of Record

CANADA BEST MANAGED COMPANIES Platinum member

DocuSign Envelope ID: EFFA327D-8916-48EA-B77E-7919DDB9FAB2

HyLIFE FOODS WINDOM

2850 Hwy 60 E, Windom, Minnesota 56101
p: 1.507.303.7500 www.hylife.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

HyLife Foods Canada is one of Canada's largest integrated pork processing companies, employing over 3,500 people, with five processing plants located in Canada, USA and Mexico. In Canada, we currently utilize CN Rail services of approximately 100 container loads per week. Our company has been on a very aggressive ten-year growth plan and CN Rail has been a strategic vendor of ours since 2007. During this time, CN Rail has proven to be actively engaged in our growth plans and has been very responsive in meeting our needs lock step as we have grown.

HyLife Foods supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

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The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

CANADA BEST MANAGED COMPANIES Platinum member

DocuSign Envelope ID: EFFA327D-8916-48EA-B77E-7919DDB9FAB2

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of pork from and to the following locations:
    - Kansas City → Mobile, Alabama
    - Kansas City → Winnipeg → Vancouver
    - Chicago → Winnipeg → Vancouver
    - Kansas City → Houston
    - Kansas City → Mexico

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

HyLife Foods is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Ron Schellenberg

Ron Schellenberg
Chief Supply Chain Officer

cc: Parties of Record

CANADA BEST MANAGED COMPANIES Platinum member

IAT INTERNATIONAL, INC
555 E. MAIN ST, SUITE 1101
NORFOLK, VIRGINIA 23510 USA
http://www.IATint.com

TEL: (757) 622-7239
FAX: (757) 622-0893
IAT@IATint.com

April 21, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

IAT International Inc. (IAT) is a steel rail supplier to Canadian National (CN) for over 20 years. Over that time, we have worked as a partner with CN and can attest that the company is driven to provide superior service with safety as its number one priority.

IAT supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

IAT is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Best regards,

Avraham Ashkenazi
President, IAT International Inc.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

IDMR Solutions Inc is electronic document management software vendor. Our software allows our customers to optimize their documents in our structured DMS/CMS.

IDMR Solutions Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

IDMR Solutions inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Israel Revivo
President

cc: Parties of Record

ILLINOIS MANUFACTURERS' ASSOCIATION

www.ima-net.org

1301 West 22nd Street • Suite 307 • Oak Brook, Illinois 60523 • (630) 368-5300 • Fax: (630) 218-7467
220 East Adams Street • Springfield, Illinois 62701 • (217) 522-1240 • Fax: (217) 525-0055
Email: ima@ima-net.org

April 23, 2021

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman:

On behalf of the Illinois Manufacturers' Association and our nearly 4,000 members companies, I appreciate the opportunity to express our strong support for Canadian National's (CN) announced proposal to combine with Kansas City Southern (KCS).

Illinois manufacturers employ 556,000 men and women on factory floors that contribute the single largest share of our state's economy. In 2019, manufacturing output totaled $304 billion and 93 percent of Illinois exports are manufactured products. Manufacturers need a robust and efficient transportation system to move people and product around the world and that includes a strong rail system.

The announced proposal to combine CN and KCS would create the premier railway for the 21st century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly in Illinois.

Illinois is a transportation hub and the only state in the nation with all seven Class I railroads. The CN-KCS combination would serve our state well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Illinois, throughout the Midwest, and across the nation.

For many years, CN has been an integral part of the transportation system in Illinois. Their freight railroad safely and reliably connects businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, CN offers a sustainable transportation alternative to trucks – the more products we move by rail, the more we can help reduce greenhouse gas emissions and free up capacity on already congested roads and highways.

The IMA has worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in everyone community where it operates. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Best,

Mark Denzler
President & CEO

INDIANA BUSINESS RAILROAD

April 23, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

My name is J. Brent Lee, Vice President Operations of Indiana Business Railroad headquartered in Evansville, Indiana. Indiana Business Railroad is an independent freight railroad and rail services management company offering freight services, transloading, railcar storage, and industrial development opportunities. The strong partnership between CN's network and Indiana Business Railroad allows industrial shippers to grow their business.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Indiana Business Railroad's partnership with CN has driven tangible benefits for our customers and CN's acquisition of KCS will allow our partnership to offer an enhanced service to our customers. While KCS and CN work together to provide joint routes, which remain among the transportation options for Indiana Business Railroad, as separate companies they have not been able to offer the kind of seamless service Indiana Business Railroad seeks to offer our customers.

While CN's unique three coast network and our partnership with CN has provided significant benefits to Indiana Business Railroad and our ability to offer our services, the KCS-CN merger will further enhance this reach and in turn our product offering. While there is some overlap in the networks, the overlap between CN and KCS networks is very limited and additional connection points will facilitate the combined railway to create new innovative transportation solutions and competitive lanes. The CN-KCS merger will provide shorter distances on many key routes.

We have been impressed with CN's commitment to innovation in the rail industry and have demonstrated they are industry leader in fuel consumptions, sustainability and safety. CN's consistent track record in innovative solutions such as the automated track inspection technology and car inspections portals will enhance the safety, speed and reliability of the KCS network.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that is not currently available.

For the reasons stated above, Indiana Business Railroad is expressing our support for the combination of CN and KCS as it will enhance overall competition through the multiple connection points creating more faster transportation lanes through the US Heartland. A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway with the most efficient lanes through the heartland of the US.

Indiana Business Railroad is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

J. Brent Lee

J. Brent Lee
Vice President Operations
Indiana Business Railroad
P. O. Box 6333
Evansville, Indiana 47719

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Indixio Inc. is a long-time technology supplier for CN Rail. Our partnership as a supplier started just over 15 years ago. We provide technology and services, and over 4000 employees at CN uses our Web GIS tools to consult and view CN Rail assets across the country, using their desktops and mobiles. We are a proud supplier to CN, and they contributed over the years in making our technology evolved with more features, and make our product being amongst the leaders in the industry.

Indixio supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Indixio is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Jean-Francois Bélanger
Sales Director, Indixio Inc

cc: Parties of Record

Infosat Communications LP
#302,809 Manning Road NE
Calgary, AB
T2E 7M9
Main: (403) 543-8188
Email: info@infosat.com
www.infosat.com

April 25, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W. Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Infosat Communications LP is North American satellite connectivity provider that has been providing wireless services and hardware to CN since 1999.

Infosat Communications LP supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Infosat Communications LP is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Grahame Entwistle, Senior Account Executive

cc: Parties of Record

INTERMOBIL

Intermobil Box 3192 Stn Main
Regina, SK S4P 3G7

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Intermobil is a privately-operated intermodal and container handling terminal, located in Regina, Saskatchewan. We provide Southern Saskatchwan access to markets worldwide, through our single service provider CN. CN's access to a wide variety of Steamship lines has opened many new opportunities, not only for our region, but also for the originating parties of these containerized products. We appreciate the CN team and their willingness to work together with us as industry partners, to ensure our supply chain is strong and complete.

Intermobil Terminal supports CN's acquisition of KCS. We feel a CN-KCS railway would offer a faster, safer, cleaner, and more cost-effective end to end option for North-South trade. From our experience with CN and their supply chain, we are confident they will be able to provide a seamless and compeditive transportation corridor, that will provide new market opportunities, not available today, or through an alternative combination.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Intermobil Termial is confident in and strongly supports CN's proposed acquisition of KCS. Direct and single carrier access to North Americas most southern ports and terminals, will provide new opportunities for stakeholders and customers alike. We look forward to seeing this come together.

Sincerely,

Intermobil Terminal

cc: MobilGrain



Interstate Asphalt Corp.
3301 S. California Ave.
Chicago, IL 60608
(954) 769-9500

April 22, 2021

Ms. Cynthia T. Brown, Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E Street, SW
Washington, DC 20423-0001

RE: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries-Control-Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown,

Interstate Asphalt (IA) is a wholesaler of asphalt liquid and has done business with CN for decades. IA has five storage terminals located in Illinois and Michigan and provides asphalt for the heavy/highway construction industry in the Midwest.

As a wholesaler of asphalt, IA ships significant quantities of product from western Canada, as well as Western and Gulf Coast regions of the United States. CN is a key logistics component for this supply. Freight is a significant cost consideration to remain a low cost supplier in our highly competitive, hard bid industry. Due to multiple rail lines (freight cost) involved, it is currently difficult to bring much product from the Gulf Coast region at a competitive price.

IA supports approval of the CN/KCS combination. The transaction would provide greater competition/lower cost to move product from the Gulf Coast region to the Midwest. From our experience, single line rail options are the most efficient and cost-effective and are far superior.

We view the transaction favorably because it will allow a combined CN/KCS to provide more efficient and reliable rail service options. This will strengthen competition against the other rail carriers and trucks that serve our markets.

For these reasons, Interstate Asphalt is voicing support for the combination of CN and KCS.

Sincerely,



Brian A. Inniger
President

cc: All Parties of Record

Iron Road
Software & Simulation

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Iron Road Software & Simulation is a supplier of capacity planning services to CN and other Class I railroads.

Iron Road Software & Simulation supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Iron Road Software & Simulation is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Nikola Rank, P.Eng
President - IRSSI

23 April 2021

cc: Parties of Record

IRONHEAD

Marine, Inc. & Fabricating, Inc.
Toledo Shipyard

April 25, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

IRONHEAD Marine, Inc. provides a wide range of specialized industrial repair ranging from refineries to freighter vessels on the Great Lakes., as well as shipyard and drydock facilities. We deliver excellence by performing the highest quality facility and vessels repair and maintenance.

IRONHEAD Marine, Inc. has a partnership that goes back many years with CN, and they are a vital multimodal transportation supply chain provider.

IRONHEAD Marine, Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. CN provides a network of multimodal networks through their rail, transload, trucking, Great Lakes docks and vessels.

We believe that a combination of CN and KCS would help the industry win in all markets. CN's strong track record of success with superior service, intermodal and safety gives the industry confidence that a combined CN-KCS would be best positioned to serve their needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

2245 Front St., Toledo, OH
419-690-0000 Ph. 419-690-0001 Fax

For example:

- The combined company's single-owner, single-operator service would enhance the industry's ability to be competitive in the Great Lakes transload and vessel markets. Offering market extension to current KCS customers that would now be seamlessly served. This benefit would only result from a CN acquisition.

- The CN acquisition of KCS will further enhance customers' competitive position by securing inland transportation and access to deep water ocean and Great Lakes docks. This is only accomplished with a CN acquisition.

- CN's significant experience providing seamless service throughout their network and across borders.

- CN's commitment to multimodal services and infrastructure investment and investment is unique to any other railroad in North America. This diversity makes CN's acquisition of the KCS the logical choice.

IRONHEAD Marine, Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Anthony La Mantia

Anthony La Mantia
President

cc: Parties of Record

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ISAAC Instruments Inc.
1300 Boul. Clairevue Oues
Saint-Bruno-de-Montarville, Quebec, J3V 0B7
Phone: 1 888 658-7520, Fax: (450) 658-3322
contacts@isaac.ca
www.isaac.ca

Ms. Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

ISAAC Instruments Inc. is CN's road transportation subsidiary telematic solution provider since December 4th 2019.

ISAAC Instruments Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

ISAAC Instruments Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st-century railway come to life.

Sincerely,

DocuSigned by:
Jean-Sébastien Bouchard
4EF22DE5D6184CC...

Jean-Sébastien Bouchard, Eng.
Vice President Sales

cc: Parties of Record

ITONICS GmbH | Emilienstr. 9 | D-90489 Nürnberg

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown,

ITONICS is software provider of CN's End-to-End Innovation Management Software Platform since April 2021.

ITONICS supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

ITONICS is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

ITONICS GmbH
Emilienstraße 9
90489 Nürnberg
+49 911 60060550
+49 911 60060555
itonics

Sebastian Pfingsten
Director of Sales

ITONICS GmbH
Dr. Michael Durst
Emilienstr. 9
D-90489 Nürnberg

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contact@itonics.de
www.itonics.de

Amtsgericht Nürnberg
HRB 27921
Ust-IdNr. DE264438014

Bankverbindung:
IBAN DE56 7605 0101 0012 5056 24
BIC SSKNDE77XXX

IVACO ROLLING MILLS LP
A HEICO COMPANY

1040 County Road 17, P.O. Box 322
L'Orignal, Ontario K0B 1K0
(613)675-4671

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Ivaco Rolling Mills is a leading producer of hot rolled Wire Rod and continuous cast Steel Billets that ships approximately 350 carloads per year with CN.

Ivaco Rolling Mills supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

- The CN team has a track record of successful and flawless mergers over the last 20 years

1.

- The merger will provide seamless North South connectivity which help further integrate North American supply chains

- CN's proposal embraces the spirit of the new STB rules, including the requirement to enhance competition– there is no ambiguity in where we stand on this issue, which is why CN did not even try to benefit from the waiver.
- KCS and CN have very little overlap and several connection points which will facilitate the combined railway to create new innovative transportation solutions

Ivaco Rolling Mills is confident in and supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Brent Devenne
Superintendent, Production Planning & Logistics
Ivaco Rolling Mills L.P.
613-675-6645

1040 County Road 17, Box 322
L'Orignal, Ontario, Canada K0B 1K0
bdevenne@ivacorm.com
Office: 613.675.6645
Cell: 613.804.8911
http://www.ivacorm.com/

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

23 April 2021

Dear Ms. Brown,

Javelin Global Commodities (UK) Ltd is one of the largest shippers of dry bulk products on the CN in within the USA. Javelin has a longstanding relationship with the CN and continuously works on long-term opportunities that benefit both parties and our receivers.

Javelin Global Commodities (UK) Ltd. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS. CN has proven itself at reducing railset cycle times on long haul trips, reducing our cost and increasing total flow of commodities on the network. They have an outstanding record of being a customer focused and reliable service provider.

Javelin uses CN to ship various types of iron ore and coal from the Upper Midwest to export terminals in the Gulf of Mexico. There are also opportunities to ship products directly to Mexican end users.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

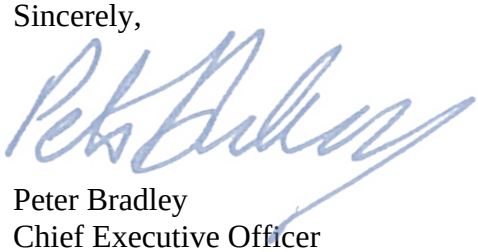
For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of iron ore from Minnesota to Mexico and other export terminals.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Javelin Global Commodities (UK) Ltd. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Peter Bradley
Chief Executive Officer

cc: Parties of Record

PARTNERS IN
ACHIEVING
MAXIMUM
RESOURCE
DEVELOPMENT
VALUE

JDS Energy & Mining Inc.
Suite 900 – 999 West Hastings Street
Vancouver, BC V6C 2W2
t 604.558.6300
jdsmining.ca

April 25th 2021

Cynthia T. Brown

Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

JDS Energy & Mining Inc, through its wholly owned subsidiary Cariboo Central Rail Contractors provides track construction, maintenance and repair services to CN, in western Canada and beyond since 2005

JDS Energy and Mining Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

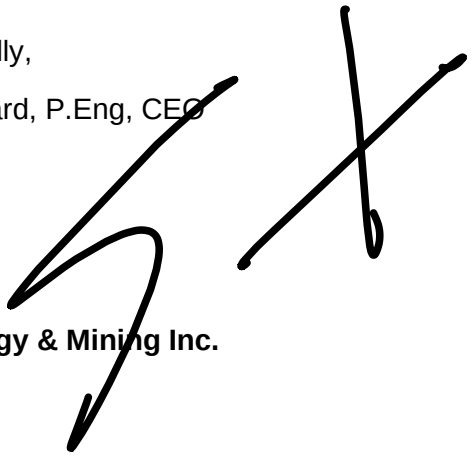
CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

JDS Energy and Mining Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Respectfully,

Jeff Stibbard, P.Eng, CEO



***

JDS Energy & Mining Inc.

JNL INDUSTRIAL SUPPLY LTD.
Unit 2, 1008 – 17 Avenue
Nisku, AB, Canada T9E 0G5
Phone: (587)938-1688
Email: peter.ju@jnlsupply.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

JNL Industrial Supply Ltd. has been dealing with CN World Wide for over 4 years. We are very happy and grateful with the shipping service provided.

JNL Industrial Supply Ltd. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We can imagine with CN-KCS railway, we can expand our market to US and Mexico area from Canada with your strong support.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of the goods from Edmonton to Mexico.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

JNL Industrial Supply Ltd. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Peter Ju
General Manager

cc: Parties of Record

Box 55
SQUAMISH, BC V8B 0A1

April 21, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

John Hunter Company is a contractor in heavy duty equipment and has been working for Canadian National Railway Company since 2003 when CN acquired BC Railway. (Formerly we worked for BC Railway since 1959.)

John Hunter Company supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. As our we are a fourth-generation company, CN's proposal to acquire KCS would be a great boost to our company as it would allow greater stability to our employees and contractors in the years to come. It would also allow us to invest longer term in upgrading our equipment needs.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy. We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

John Hunter Company is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Richard Hunter
President
John Hunter Company

PLANTERS®/MD

JOHNVINCE FOODS

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

April 22,2021.

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Johnvince Foods is a long-standing customer of CN. We ship predominately throughout Canada; however, we look to explore new gateways with our respective locations in Canada and the United States. Overall, our service with CN continues to exceed our expectations and meet all our needs.

Johnvince Foods supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade thus allowing us to be more competitive in all the markets we aspire to be in.

We believe that a combination of CN and KCS would help us to achieve more success in our expansion. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS and minimize any interruptions in service.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Johnvince Foods is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life in the short term.

Sincerely,

LDV

Luis Deviveiros
Vice President of Operations
Johnvince Foods/Planters Canada

555 Steeprock Drive Toronto ON Canada M3J 2Z6 t.416.636.6146 f.416.636.6177 www.Johnvince.com

22 Adelaide Street West, Suite 2600
Toronto, Ontario
M5H 4H3

April 23, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Jones Lang LaSalle Real Estate Services, Inc. (JLL) provides consulting and commercial real estate brokerage services to CN. JLL supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

The combined company's single-owner, single-operator service would enhance our region's competitiveness by:

- CN and KCS would provide shorter distances than would be offered by the proposed KCS and CP on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal, effectively creating a Greenway to compete with trucks from Mexico, through the US heartland to Canada.

- Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.
- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway
- Create new market reach (expand market options) for both sourcing of inbound and outbound opportunities.
- The merger will provide seamless North South connectivity which help further integrate North American supply chains
- Unlike other railroads, CN has a Chicago advantage when moving goods to Detroit or western Canada. It travels around Chicago not through the heart of the city, removing the risk of seasonal – sometimes crippling – rail bottlenecks and creating fewer interchanges.
- Together, CN and KCS would have a robust network of end-to-end single-owner, single-operator services from Mexico to Canada – more than any other Class I railroad – with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.
- This transaction would provide shorter distances than would be offered by the proposed KCS and CP transaction on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal.
- We have a track record of investing in the communities we operate in and engaging directly. We spent over $20 million USD in the past 4 years in local spending and Community Partnerships in the US.
- The greater use of combined transport helps lower transportation costs by allowing each mode to be used for the portion of the trip to which it is best suited and also helps reduce emissions, traffic congestion, accidents and the burden on overstressed transportation infrastructure
- CN invests in technology and is prepared to extend our recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

For these reasons Jones Lang LaSalle is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Dave Lehto, EVP & National Lead
Jones Lang LaSalle Real Estate Services, Inc.

cc: Parties of Record

JRB Strategic Consulting
113, Windmill Ave.
Pointe-Claire (Québec) H9R 5B4
514-232-4758

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

JRB Strategic Consulting has been providing communications support to CN for 10 years.

JRB Strategic Consulting supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, we believe this transaction will be strategically important as it will support the growth of trade between Mexico, the USA and Canada. It will also stimulate investment in the rail network, which will be beneficial to the overall economy.

We are also extremely supportive of the transaction because of the positive impacts it will have on climate change by converting truck freight to rail, thereby reducing the overall carbon intensity of transportation. Also, CN used 15% less fuel per GTM than the industry average and will be able to pass on its efficient fuel management practices to KCS.

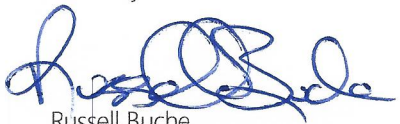
A CN-KCS merger will also improve safety by extending CN's strong safety culture and innovative technology like autonomous track inspection railcars and automated railcar inspection portals to KCS.

CN's successful track record of integrating acquisitions over the past 25+ years also provides assurance that CN will be able to partner with KCS effectively and seamlessly.

We do not anticipate any negative impacts to our company, the environment or market competition from the proposed transaction. In fact, we anticipate only beneficial outcomes.

JRB Strategic Consulting is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons stated above. We hope to see a faster, cleaner, safer and unified railway come into being.

Sincerely,



Russell Buche
Founder and President

cc: Parties of Record

OFFICE: 610-617-6870
dkurz@keyship.com

KEYSTONE SHIPPING CO.

SUITE 600
ONE BALA PLAZA EAST
BALA CYNWYD, PENNSYLVANIA 19004-1496

April 21, 2021

Via USPS Priority Mail

Ms. Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Keystone Shipping Co. is a global provider of innovative maritime transportation solutions. We deliver operational excellence by performing the highest quality vessel operations and ship management in the maritime industry. For more than 100 years, Keystone has been delivering the highest quality waterborne transportation of bulk cargoes safely, efficiently, and with the utmost environmental concern, to ports within the United States, and around the globe.

Keystone has maintained a multi-decade partner-relationship with Canadian National Railway ("CN"), a vital multimodal, transportation, supply chain provider.

Keystone Shipping Co. fully supports CN's acquisition of Kansas City Southern Railway ("KCS") because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. CN provides a network of multimodal transportation through its rail, transload, trucking, docks and vessels.

We believe that a combination of CN and KCS would benefit the transportation industry in all markets. CN's strong track record of success with superior service, intermodal and safety gives the industry confidence that a combined CN-KCS would be best positioned to serve the needs of the market. Additionally, Keystone has observed CN's successful track record of acquisitions over the past 25+ years which illustrate and provide assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The CN-KCS combined company would create a network with enhanced, end-to-end, single-owner, single-operator service which will result in a faster, safer and more economical rail option than reliance upon trucks running for shorter distances on many key routes. We strongly believe that this transaction will provide the seamless transportation and service that would not otherwise be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance the industry's ability to be competitive in the transload and vessel markets within the Great Lakes region. It would offer market extension to current KCS customers, and they would then be seamlessly served. This benefit would only result from a CN acquisition.

- CN's acquisition of KCS will further enhance our ability to provide transportation services throughout the inland waterway systems, the Great Lakes, and the deep water ocean ports.

- CN has significant experience providing seamless service throughout its transportation network and across borders.

- CN's commitment to multimodal services and infrastructure investment is unique to any other railroad in North America. This diversity again makes CN's acquisition of KCS the logical choice.

We are confident in and strongly supportive of Canadian National Railway's proposed acquisition of Kansas City Southern Railway for all of the reasons stated above.

Sincerely,

Donald R. Kurz
President

cc: Parties of Record

KFI Inc.
6295 Kestrel Rd
Mississauga, ON, L5T 1Z4.
Canada
Ph# 905-234-1193 (Ext. 301)

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

KFI Inc. s has had relationship with Transx (or Canadian National Railway-CN) and using their service since 2014. We are pleased and glad to supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

KFI Inc. currently uses Transx (CN) for daily transportation needs for sending huge quantities of our products to West. The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of loads from Canada East to Canada west.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

KFI Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A. Ravi Kumar

Ravi Kumar Angirekula
Plant Manager
KFI Inc.
6295 Kestrel RD, Mississauga, ON,L5T 1Z4.
Pnh# 905-234-1193 (Ext.301)
Mobile # 647-286-6819

Knox Kershaw Inc.
Improving the Productivity of Railway Maintenance Equipment

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Knox Kershaw Inc. is a supplier of Maintenance of Way machinery to the rail industry. We have provided ballast regulators, snow fighters, and other MOW machinery to CN for over 20 years.

Knox Kerhshaw Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Knox Kershaw Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Jaky Felix
Vice President of Sales
Knox Kershaw Inc.

cc: Parties of Record

11211 Trackwork St. Montgomery, AL 36117 | tel: 334.387.5669 | fax: 334.387.4554 | www.knoxkershaw.com

Bryan C. Stout
Director, Class 1 Sales
Railroad Products and Services

Koppers Inc.
436 Seventh Avenue
Pittsburgh, PA 15219-1800
Tel 412 227 2408
Fax 412 227 2841
Sttoutbc@koppers.com
www.koppers.com

April 21, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Koppers is a leading integrated global provider of treated wood products, wood treatment chemicals and carbon compounds. Canadian National is one of our major customers in the Class 1 railroad space. From our perspective as a supplier, the transaction is strategic and beneficial because it will strongly support growth and investment in the North American rail network.

Koppers Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Koppers Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

.

Sincerely,

Bryan Stout
Director, Class 1 Sales
Koppers Inc.

KRISTOM INTERNATIONAL

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Kristom International Inc. is a global logistics company involved in trading of meat and meat products in various markets. CN is a strategic partner to Kristom in moving these essential commodities between Canada and overseas markets. Kristom supports CN's Acquisition of KCS because the benefits of this merger would help to expand the current service network options for moving goods within North America, bringing faster, safer and more direct service for North-South Trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of frozen and chilled meat products between various North American Markets and overseas.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

- CN is the leader in providing transportation options for sensitive chilled and frozen food products throughout North America and this strategic acquisition will only serve to expand this and provide additional options for Kristom in moving these goods.

Kristom International Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Jeffrey Clarke

President -Representative

cc: Parties of Record

April 23, 2021

KRUSINSKI
CONSTRUCTION
COMPANY
General Contractors
2107 Swift Drive
Oak Brook, Illinois 60523-1581
www.krusinski.com
TEL 630-573-7700
FAX 630-573-7780
Citadel group

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, SW
Washington, DC 20423-001

RE: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Krusinski Construction Company is a general contractor that has constructed and renovated numerous facilities for CN throughout the Midwest since 2008. We currently have multiple projects under construction for CN at their US headquarters in Homewood, IL.

Krusinski Construction Company supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial and we do not anticipate any negative impacts to our company, the environment or market competition.

Krusinski Construction Company is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Ryan Lehman, Project Manager



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

L&T Services, LLC has been serving CN since 2010 by providing railroad repair and maintenance services, derailment services, switch and asphalt installation services, and other track related services primarily in AR, IL, MS, LA, AL, TN and TX.

L&T Services, LLC supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

L&T Services, LLC is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Lenard L. Harris, Member

cc: Parties of Record

P.O. Box 328 Hernando, MS 38632

TRANSPORT Laberge

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: **FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company**

Dear Ms. Brown:

Transport Laberge supports CN's acquisition of KCS because of the benefits a CN-KCS railway would bring by offering faster, safer, more direct and sustainable service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with safety and service gives us confidence that a combined CN-KCS would be best positioned to serve the Auto Industry. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option. We are hopeful about this transaction as a CN-KCS rail will be able to provide seamless transportation and service.

Transport Laberge is confident in and supports CN's proposed acquisition of KCS for all of the reasons as stated above.

Sincerely,

Richard Laberge
Président | President

cc: Parties of Record

LAKEHEAD constructors inc.

Safety • Quality • Service • Innovation

Registered Quality System ISO 9001 LAKEHEAD CONSTRUCTORS

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Lakehead Constructors Inc. is a contractor located in Superior, WI and Aurora, MN that provides rail maintenance services including labor support and equipment to CN for over twenty plus years.

Lakehead Constructors Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Lakehead Constructors Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Brian Maki, President and CEO

cc: Parties of Record

Last Mountain Railway Box 3192 Stn Main
Regina, SK S4P 3G7

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Last Mountain Railway is a shortline railway located in Saskatchewan Canada. CN Rail is our class 1 carrier, and we interchange with them in Davidson Saskatchewan. Our business is primarily comprised of bulk haulage of Agricultural (Grain, Fertilizer, and various Storage car volumes), totaling just over 3,000 cars annually. These volumes currently ship to ports on the East and West coasts of Canada, as well as a variety of US domestic locations. We have worked closely with CN since 2009 and they have been an incredible partner to work with. CN's customer / client focus and consistant, safe and reliable rail service, has given us the ability to grow and expand our business with confidence, knowing that the CN Supply Chain is strong.

Last Mountain Railway supports CN's acquisition of KCS. We feel a CN-KCS railway would offer a faster, safer, cleaner, and more cost-effective end to end option for North-South trade. From our experience with CN and their supply chain, we are confident they will be able to provide a seamless and compeditive transportation corridor, that will provide new market opportunities, not available today, or through an alternative combination.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Last Mountain Railway is confident in and strongly supports CN's proposed acquisition of KCS for the reasons stated above. We look forward to seeing this come together.

Sincerely,

Last Mountain Railway

cc: MobilGrain

LBFoster®
415 Holiday Drive
Pittsburgh, PA 15220
(412) 928-3400
(412) 928-7891 (Fax)

April 21, 2021

Via email (Hamza.Founane@cn.ca)

Canadian National Railway Company
Attn: Hamza Founane
Category Manager, Track Materials
935 De La Gauchetiere Ouest,
Montreal QC, H3B2M9

Dear Mr. Founane:

I am writing this letter to convey L.B. Foster's support of longtime customers, Canadian National and Kansas City Southern. As a supplier of goods and services to the railroad industry, L.B. Foster supports transactions, initiatives and efforts that will stimulate growth and investment in the North American rail transportation sector and that will help achieve the goals underpinning the USMCA, thereby improving the broader North American economies. In our experience as a supplier, both CN and KCS have consistently emphasized product innovation and safety as they strive to serve their customers with the utmost efficiency through offerings like the intermodal transportation process. We look forward to continuing to provide products and services to two leaders in the railroad industry.

Sincerely,

Jason Lupachow
Regional Sales Manager

LEE & ASSOCIATES
COMMERCIAL REAL ESTATE SERVICES

April 22, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

RE: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries-Control-Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Lee & Associates of Illinois specializes in the representation of owners and occupiers in the acquisition, disposition and leasing of industrial properties including land. Lee & Associates often works closely with CN in the Chicago region helping our clients find solutions for their rail needs.

Lee & Associates of Illinois supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us meet our clients rail needs in our market. CN's strong track record of success with intermodal & Carload service gives us confidence that a combined CN-KCS would be best positioned to serve our clients' needs.

The KCS acquisition would open new opportunities for carload business & intermodal from Mexico into the Chicago region by providing shorter distances than would be offered by the proposed KCS and CP on many key routes, including Laredo and Dallas to Chicago. New opportunities would mean additional companies looking for new facilities in the area which will drive development, new construction, and the need for industrial real estate services.

Lee & Associates of Illinois is confident in and strongly supports CN's acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Walter Murphy
Principal / Managing Broker

cc: Parties of Record

Lee & Associates of Illinois, LLC | 9450 W. Bryn Mawr Avenue, Suite 550 | Rosemont, IL 60018
O 773-355-3000 | F 847-233-0068 | www.lee-associates.com

LEE-POTTER
S.E.N.C.
Engineering & I.T. Consulting

John C. Lee, President

April 24, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Lee-Potter S.E.N.C is a Canadian limited partnership currently providing Professional Engineering consulting services to the Canadian National Railway Company (CN) in the fields of telecommunications, tower asset management and technical strategy. We have been engaged by CN since May of 2020.

Lee-Potter S.E.N.C. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment. CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial to Canada, the U.S. and Mexico. We do not anticipate any negative impacts to our company, the environment or market competition.

Lee-Potter S.E.N.C. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

John C. Lee, P.Eng.

John C. Lee, P.Eng.,
President, Lee-Potter S.E.N.C.

851 rue de Fontainebleau, Mont St Hilaire, Québec, Canada, J3H 4J2
Johnclee464@gmail.com

Lehigh Cement
12640 Inland Way
Edmonton, AB T5V 1K2
Phone 780-420-2500
Fax 780-420-2503
www.lehighhansoncanada.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Lehigh Cement is a major Canadian cement producer that ships approximately 15,000 carloads per year with CN.

Lehigh Cement supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

- The CN team has a track record of successful and flawless mergers over the last 20 years

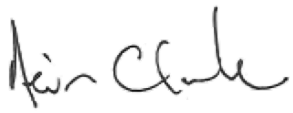
1.

- The merger will provide seamless North South connectivity which help further integrate North American supply chains

- CN's proposal embraces the spirit of the new STB rules, including the requirement to enhance competition– there is no ambiguity in where we stand on this issue, which is why CN did not even try to benefit from the waiver.
- KCS and CN have very little overlap and several connection points which will facilitate the combined railway to create new innovative transportation solutions

Lehigh Cement is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Devin Clarke
Logistics Manager, Region Canada.

cc: Parties of Record

EKYRAIL
ENTERPRISES INC.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Les Entreprises Ekyrail Inc (Ekyrail) is a strategic supplier for CN across their business network. Since it was founded 10 years ago, Ekyrail has been serving CN with technological and innovative products, supporting their rolling stock operation and the intermodal business. Ekyrail is a family-based company presently employing about 40 qualified workers at our headquarters located in Chateauguay, Québec, Canada, only few minutes from CN headquarters.

Ekyrail supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in the rail network which will be both beneficial to us and to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Ekyrail is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

M. Yan Taillon
President and founder

yan taillon

cc: Parties of Record

425 Boulevard Ford, Châteauguay, QC J6J 4Z2

Tel: (450) 692-1376

ENERGIE LGP ENERGY INC.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

LGP Energy Inc is a valued CN customer, we have grown over the years and are always looking at new opportunities and have built a good reputation with a class one transport company.

LGP Energy Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

In the propane industries we are in the needs of supplies relies on good service providers, and we value the opportunity to expand in new horizon such as Mexico.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Propane from Canada to South of the USA and into Mexico.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

- Having a company that as a good track record and that as proven over the years that they know how to run Trains at a cost friendly and a reliable pace.

LGP Energy Inc is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Daniel Lajoie
General Manager

cc: Parties of Record

LILEE SYSTEMS

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Lilee Systems is a key supplier for CN's PTC and communication hardware and software since 2013.

Lilee Systems supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Lilee Systems is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Yale Lee, VP of Technology

cc: Parties of Record

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman:

Recently, Canadian National (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 21st century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly in Merrill Wisconsin. I believe that this combination would serve Merrill well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in the Great Lakes region.

For many years, CN has been an integral part of the transportation system in Wisconsin.. Their freight railroad safely and reliably connects Wisconsin businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, CN offers a sustainable transportation alternative to trucks – the more products we move by rail, the more we can help reduce greenhouse gas emissions and free up capacity on already congested roads and highways.

We have worked with CN for many years and appreciate their responsiveness and openness to the needs of State residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in every community where it operates. Our Forest Products Industry greatly needs CN to support it's existence. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,



Bill Bialecki
Executive Director
Lincoln County Economic Development Corp.
801 N. Sales St.
Merrill Wisconsin 54452

Linear Logistics
7015 Macleod Trail SW, #603
Calgary, AB
T2H 2K6

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Linear Logistics has had a relationship with TransX and CN since our inception 8 years ago. They have allowed us to service the needs of hundreds of our customers across the entirety of North America and all modes of transportation.

Linear Logistics supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

We represent 100's of Canadian companies with 100,000's of shipments that could potentially benefit from a stronger more streamlined service offered by CN, TransX. Many of our customers are already shipping goods like produce or meat, that are travelling back and forth between Mexico and Canada, and this stronger service would have great advantages to our customers.

Many of our manufacturing and general freight customers would benefit greatly as well from increased competitiveness and expand services that this new stronger network would provide.

Linear Logistics is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

If you have any questions or would like to discuss, I can be reach at the contact info below.

Sincerely,



Linear Logistics
Dean Duffin
CEO
dean@linearlogistics.ca
403-968-9781

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Livingston Transportation Inc is an automotive supply chain leader supporting the flow of finished vehicles from rail to truck for delivery to the final customer as well as utilizing rail and truck for movement of personal vehicles within Canada and from Canada to the US.

Livingston Transportation Inc. supports CN's acquisition of KCS because of the benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would enhance the fluidity of the North American rail supply chain. CN's track record of success moving our finished vehicles gives us confidence that a combined CN-KCS would be best positioned to serve our needs.

The combined company would create network with enhanced end-to-end single-owner, single-operator service. Seamless operation equals speed for the customer – for service, customer service, billing, customs, notifications, one logistic platform

We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Livingston transportation Inc. supports CN's proposed acquisition of KCS for all of the reasons as stated above. We are looking forward to the successful



Sincerely,
Domenic Santini
Vice President and General Manager Vehicle Transportation Services
Livingston International

Phone: 514-735-2000 ext. 93282
Mobile: 514-838-7542
Fax: 514-735-3531
Toll Free: 1-800-361-3097
dsantini@livingstonintl.com
www.vehicletransportation.ca

cc: Parties of Record

LOGIBEL
ENTREPOSAGE
TRANSBORDEMENT

LOGIBEL
STORAGE
TRANSSHIPMENT

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

LOGIBEL is a storage and transshipment company located in Quebec (4545, Villeneuve Street, Lac-Megantic (Qc) G6B 2C2, CANADA, and 250, rue Damase-Breton, Saint-Lambert-de-Lauzon (Qc) G0S 2W0, CANADA). We have a long date business relationship with CN as a customer. LOGIBEL uses the CN's services in many ways, such as transportation of raw materiel related to steel, from North Carolina and Texas to our new transshipment center in Saint-Lambert-de-Lauzon, near Quebec City. Soon, we will start to import plastics as raw materiel for our customers, from different US markets.

Our business relationship with CN is very important for LOGIBEL's development, specially in our Saint-Lambert-de-Lauzon site. CN allows us to get to new markets in US.

LOGIBEL supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

LOGIBEL plans to develop the Mexican market, to offer more possibilities of railway transportation to our customers who already import raw materials related to steel and plastics. The combination of CN and KCS will also allow us to expand our lumber shipping services to Mexico.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

ESTRIE
4545, rue Villeneuve
Lac-Mégantic (Qc)
G6B 2C2

BEAUCE
250, rue Damase-Breton
Saint-Lambert-de-Lauzon (Qc)
G0S 2W0

For example:

- *The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of lumber from Canada to Mexico.*

- *CN's significant experience providing seamless intermodal service throughout their network and across borders.*

LOGIBEL is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



BÉLAND AUDET
LOGIBEL's General Manager

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Logimethods, a Levio company, has been working as a strategic IT vendor / partner of CN since 2004. During this time, we have delivered dozens of projects successfully in the areas of Enterprise Architecture, B2B & EDI, PTC, RTBI, Systems Integration, as well as development and maintenance on middleware, such as IBM Integration Bus (IIB), MuleSoft and webMethods.

Logimethods supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Logimethods is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Ragui Sbaygha
Senior Partner
Logimethods, a Levio company

cc: Parties of Record

LOGISTICDYNAMICS

4/23/2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Logistic Dynamics, LLC is a current customer of both CN and KCS shipping goods across the North America market, delivering both consumer and manufactured goods to corporations and consumers via intermodal Transportation.

Logistic Dynamics LLC, supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

I have personally supported both the UP/SP merger and The BNSF ATSF merger in previous rail mergers.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

> The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Consumer goods from the Canadian Maritimes to the interior of Mexico it would offer a broad range of coverage.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Sincerely,



William R Barbour
Executive Vice President
Logistic Dynamics, LLC
8275 Tournament Dr
Memphis, TN 38125
901-402-7001

LOGISTICAL DATA
—SERVICES—

April 21, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Logistical Data Services supports CN's acquisition of KCS because of the benefits a CN-KCS railway would bring by offering faster, safer, more direct and sustainable service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with safety and service gives us confidence that a combined CN-KCS would be best positioned to serve the Auto Industry. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option. We are hopeful about this transaction as a CN-KCS rail will be able to provide seamless transportation and service.

LDS is confident in and supports CN's proposed acquisition of KCS for all the reasons as stated above.

Sincerely,

Brett Kull
Vice President
734.308.3837

Cc: Parties of Record

April 22, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Lottridge Tire & Retreading Inc./Lottridge Tire Mississauga Inc. is a supplier of passenger, commercial and Off the Road (OTR) Tires and commercial and OTR Repair Service to Canadian National Railway, since August 2013. Locations serviced include 55 Devon Road, Brampton ON.; 12 Cadetta Road, Brampton ON: 6970 Kendberry Gate, Mississauga, ON; 7675 Torbram Rd, Mississauga, ON; 30 Carshop Road, Concord ON; 63 S.Yard, Concord ON; 751 Bowes Rd, Concord ON; 50 E. Yard S., Concord ON; 73 Diesel Rd, Concord ON: and 2891 10 Sideroad, Bradford, ON.

Lottridge Tire & Retreading Inc./Lottridge Tire Mississauga Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Lottridge Tire & Retreading Inc./Lottridge Tire Mississauga Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Dean Pushka
President

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Louisiana-Pacific, Corporation (LP) operates 10 facilities served by CN. These locations are located across Canada and the US Lakes States region. Combined, they have shipped an average of 11,750 cars a year since 2018. Much of this product is destined for the central and southern US.

We have been actively evaluating ways to better serve Texas and the south-central region as growth markets. This acquisition would greatly improve our options from multiple perspectives. We consider CN a strategic partner and believe the combined CN-KCS will allow us to create new value for LP and our customers.

LP supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs.

Currently, we do not move significant volume on the KCS, but as we look to future growth and additional manufacturing expansion, the combined CN-KCS would offer us a unique opportunity to have a single partner that could integrate much of our internal network in an efficient and cost-effective way.

The combined company would create enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for LP. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Below are some benefits examples:

- Our transit times from Canada to the Texas market would improve and become more consistent
- Our manufacturing regions would be directly connected to key customer regions
- Rail equipment moving between our markets could be more easily and efficiently reloaded, especially as we expand our manufacturing footprint
- LP will have multiple new opportunities to revise our material flows to better utilize rail and minimize regional and long-haul truck moves

Louisiana-Pacific Corporation
414 Union Street • Suite 2000
Nashville, TN 37219

T 615-986-5600
F 615-986-5666

LPCorp.com

LP is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Mike Blosser
Sr. Vice President, Manufacturing Services

cc: Parties of Record

Louisiana-Pacific Corporation
414 Union Street • Suite 2000
Nashville, TN 37219

T 615-986-5600
F 615-986-5666

LPCorp.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Loyal Express Logistics has been working with TransX on Canada/US Cross Border Business.

Loyal Express Logistics supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS. Loyal Express Logistics always looks for OTR or Rail suppliers that could supply its Canada/US/MX business. The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.
For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Loyal Express Logistics is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Loyal Express Logistics
Thiery Valade
tvalade@loyalexpress.com

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman:

Recently, Canadian National Railway Company (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 21st century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly in Mississippi. I believe that this combination would serve the City of Lucedale and the Gulf Coast region well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in our area.

For many years, CN has been an integral part of the transportation system in Lucedale, Mississippi. Their freight railroad safely and reliably connects local businesses in our region, large and small, to markets around the world. As such CN has been a great driver for local economic development along the Gulf Coast. Perhaps more importantly, as the most fuel-efficient railroad in North America, CN offers a sustainable transportation alternative to trucks – the more products we move by rail, the more we can help reduce greenhouse gas emissions and free up capacity on already-congested roads and highways.

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of our local residents. CN and its US rail subsidiaries have operated in the U.S. for more than 100 years, including many in Lucedale and George County, and CN is committed to being a strong local partner in every community where it operates. Even outside of fostering economic development via transportation services, CN has recently demonstrated this commitment with support for the development of an arboretum in our town. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

Darwin Nelson
Mayor, City of Lucedale, Mississippi

5126 Main Street • Lucedale, Mississippi 39452
Telephone (601) 947-2082 • Fax (601) 947-4998

Mammoth Project Services Inc.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Mammoth Project Services (Mammoth) is an integrated engineering, procurement, and construction firm and has utilized CN services for the shipment of bulk construction material on several occasions. We have completed the design and construction of third-party shipping terminals on CN's rail network. CN's expanded reach would open future opportunities for our clients in new markets. Our clients are focused on safety and CN is the leader in safety in the industry and I fully expect they would bring the same level of service and safety to the KCS operations. An expanded CN-KCS network will allow Mammoth's customers expanded reach to industries in Texas and Mexico.

Mammoth supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for companies in Western Canada. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Mammoth is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Scott Trueman

Scott Trueman
Mammoth Project Services

cc: Parties of Record

MAPLE LEAF FOODS

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Maple Leaf Foods is a Canadian consumer packaged meats company based out of Mississauga, Ontario. With demand for our products around the world, we partner with CN to facilitate the movement of frozen meats across North America. With production across Canada, we rely on partners like CN to support our customer base in Mexico and the greater international market in ensure Maple Leaf Foods product delivers to consumers in line with our core values focus on industry leading sustainability practices.

Maple Leafs Foods supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Today, Maple Leaf Foods uses an over the road solution to support over 2,000 annual shipments of frozen pork from Canada to Mexico. Traditionally, rail has been uncompetitive in terms of cost and transit time to support a rail solution and we are excited for the opportunity to explore the benefits to Maple Leaf Foods for a single owner, single operator service in this corridor. More generally, Maple Leaf Foods primarily works with CN within Canada for the distribution of frozen pork and on export shipments to foreign markets across the globe.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of frozen pork from Western Canada to Mexico.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

- The greater pool of resources and access to equipment available to Maple Leaf Foods created through a CN-KCS railway product

- Converting from road to rail supports Maple Leaf Foods purposeful journey to becoming the most sustainable protein company on earth.

- Broader use and availability of CN's industry leading cold supply chain product that is focused on improved product quality innovations in the most environmentally sustainable way with the deployment of new hybrid engines and powerpack with low-emission exhaust systems.

Maple Leaf Foods is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Kevin Riley

VP Transportation & Distribution
Maple Leaf Foods
World's First Major Carbon Neutral Food Company
6897 Financial Drive,
Mississauga On
L5N 0A8
www.mapleleaffoods.com

Raise the Good in Food

passionate people;
passionate about food

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Maritime-Ontario Freight Lines Limited is a privately owned Canadian Company. For over 50 years, M-O has been a leader in the transportation industry, moving product across Canada via road & Intermodal solutions, with a reputation for innovation and service excellence. Maritime Ontario has been proud to partner with CN for over 30 years. We are more than pleased with the level of service and collaboration that our partnership with CN brings to us each day.

Maritime-Ontario Freight Lines Limited supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS will help M-O with our vison of expanding our service offerings into the U.S. and provide our existing clientele and future clients a one stop, economical, environmentally friendly, transportation solution.

CN's strong track record of success with superior service safety gives us confidence that a combined CN-KCS would be strategically well positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Maritime Ontario presently depends on CN exclusively to move all of our domestic intermodal loads from Coast to Coast. We look forward to the opportunity to expand our respective services into the U.S. heartland.

The combined company would create a network with an enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us and provide shorter distances on many key routes where we currently rely on trucks. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The merger will provide seamless North South connectivity which help further integrate North American supply chains, and will allow Maritime Ontario to expand our footprint into a deeper network.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

- This transaction would yield obvious benefits for the environment by diverting significant volumes of truck traffic onto rails, which deliver better fuel efficiency at lower cost. This, combined with the potential opportunities that the North South line would afford, will further help Maritime Ontario achieve our goals of reducing our Greenhouse Gas Emissions.

Maritime Ontario Freight Lines Limited is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Chris Walker
President

cc: Parties of Record

cour de transbordement

Matagami

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Matagami' transloading facility is the main hub between northern Quebec mining district and the railway in North America. We've been working with the CN for more than three decades for concrete and strategic parts of the main hydroelectric complex of the James Bay. We are highly involve in the new lithium market 'cause there is many world class deposit in our region and we need to connect with end users. Working with the CN means we get significant experience providing seamless intermodal service throughout their network and across borders.

Matagami supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Matagami is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Daniel Cliche
General manager
DC/sr

cc: Parties of Record

Matériaux
Blanchet

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Materiaux Blanchet is a leading lumber producer operating 2 sawmills in Canada that ships approximately 700 carloads per year with CN; including shipments to CIUJUAREZ, CI.

Materiaux Blanchet supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- The merger will provide seamless North South connectivity which help further integrate North American supply chains
- KCS and CN have very little overlap and several connection points which will facilitate the combined railway to create new innovative transportation solutions

Materiaux Blanchet is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above.

Sincerely,



Matériaux Blanchet

Emmanuel Forget
Directeur des ventes et du marketing
Sales and Marketing Director
eforget@materiauxblanchet.ca
6019, boul. Wilfrid-Hamel, bureau 200
L'Ancienne-Lorette (Québec) G2E 2H3

T: 418 871-2626 x 821
C: 418-563-2996
F: 418 871-9755
www.materiauxblanchet.ca

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

MAXA AI INC. is a partner and supplier of CN for machine intelligence business performance solutions, supporting CN's objectives to continually optimize its operations.

MAXA AI INC. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

MAXA AI INC. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

ALEXIS C. STEINMAN
CEO

cc: Parties of Record

Max Atlas

Engineered to perform

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Max-Atlas Equipment International Inc. has been supplying CN with container chassis for over 20 years.

Max-Atlas Equipment International Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Max-Atlas Equipment International Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Tibor Varga - President

cc: Parties of Record

Max-Atlas Equipment International inc. • 371, Grand-Bernier North, St-Jean-sur-Richelieu (Québec) Canada J3B 4S2
Tel. : (450) 346-8848 • Fax : (450) 358-5077 • www.max-atlas.com

McCain Foods USA Inc.

1 Tower Lane, Oakbrook Terrace, IL 60181, United States

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

McCain Foods Limited has been a long term partner with CN/TransX and H&R Transport leveraging their rail, intermodal and over the road transportation. We are very excited about the potential network simplification the potential acquisition of KC Southern will bring to their network. This acquisition could drive faster transit times while reducing its carbon footprint.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

McCain has been attempting to expand the use of rail and intermodal as we continue to focus on reducing our carbon emission while delighting our customers and stakeholders. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

We appreciate your attention to this matter and will make ourselves available should you have any follow up questions.

Sincerely,
Ramiro Marin

Ramiro Marin

Director – Procurement Logistics
Ramiro.marin@mccain.com

McGill Carriers Ltd.

"Transporters of wheeled vehicles"

BC (Head Office) Ph: (604) 526-6560
Toll Free: (877) 393-8886
Dispatch Fax: (604) 526-6576
Admin Fax: (604) 526-6578
web:http://www.mclmcgill.com/
ON Location: Toll Free: 1-866-770-9401
QC Location: Toll Free – 1-833-213-4486

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

MCL McGill Carriers Ltd. supports CN's acquisition of KCS because of the benefits a CN-KCS railway would bring by offering faster, safer, more direct and sustainable service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with safety and service gives us confidence that a combined CN-KCS would be best positioned to serve the Auto Industry. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option. We are hopeful about this transaction as a CN-KCS rail will be able to provide seamless transportation and service.

McGill Carriers Ltd.

"Transporters of wheeled vehicles"

BC (Head Office) Ph: (604) 526-6560
Toll Free: (877) 393-8886
Dispatch Fax: (604) 526-6576
Admin Fax: (604) 526-6578
web:http://www.mclmcgill.com/
ON Location: Toll Free: 1-866-770-9401
QC Location: Toll Free – 1-833-213-4486

MCL McGill Carriers Ltd. is confident in and supports CN's proposed acquisition of KCS for all of the reasons as stated above.

Sincerely,

John Jansen
President
MCL McGill Carriers Ltd

Mediterranean Shipping Company (Canada) Inc.
2810 Matheson Boulevard East
Suite 200, Mississauga, Ontario
L4W 4X7, Canada

April 24th, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Mediterranean Shipping Company (MSC) is a world leading shipping and Logistics Company with a global network of 524 offices in 155 countries with 100,000 employees. Our fleet of 570 vessels carries 21.5 million twenty-foot equivalent units (TEU) annually into 500 ports of call. MSC transports over 800,000 units (TEU) per year on CN. Rail is an integral part of MSC's supply chain connect goods across North America.

Mediterranean Shipping Company (Canada) INC supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

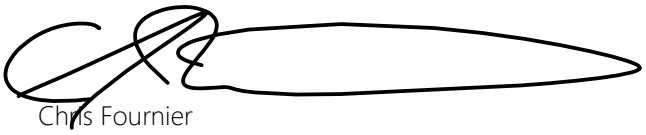
For example:

- A combined CN-KCS will improve the North American Transportation Network and create a true integrated US/Canadian railway

- Seamless operation equals value for all stakeholders including the end customer – for service, customer service, billing, customs, notifications, one logistic platform improve the velocity of the assets and reduces waste in system.
- This initiative will also support government growth initiatives (for example in Canada there is a target $75B of Agricultural export expected by 2025) that can be supported with roundtrip options to improve or enable trade lanes.
- CN experiences will support less delays – at the interchange, crosstown, equipment supply for customers and how assets can be enabled for the overall supply chain.
- More accurate arrivals and departures with fewer interchange points allows for better planning for our customers.

Mediterranean Shipping Company (Canada) INC. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Chris Fournier
Chief Operating Officer
MSC MEDITERRANEAN SHIPPING COMPANY (CANADA) INC.
cc: Parties of Record

MEDITERRANEAN SHIPPING COMPANY

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

April 23, 2021

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Mediterranean Shipping Company (MSC) is a world leading shipping and Logistics Company with a global network of 524 offices in 155 countries. Our fleet of 570 vessels carries 21.5 million twenty-foot equivalent units (TEU) annually into 500 ports of call. Rail is an essential component of our supply chain network in North America. The CN network enables MSC to offer door-to-door, factory-to-consumer service over three coasts East, West and South. MSC has had a long-standing partnership with CN. Collectively on the CN network, MSC transports over 800,000 units (TEU) per year on CN.

Mediterranean Shipping Company (MSC) supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by increasing global connectivity by offering faster, and more direct service for North and South supply chain. This will be an enhanced network with the ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.

We believe that a combination of CN and KCS would help MSC to win in our markets and expand into new ones. CN's strong record of accomplishment of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs.

Over the years, MSC has diversified its activities to include overland transportation, logistics and a growing portfolio of port terminal investments. MSC's focus remains true to our roots and we continue to build and retain long-term trusted partnerships with our supply chain partners.

The combined CN-KSC company would connect the gulf coast production on both sides of the Mississippi with US NE production enabling an all-U.S. supply chain. This will provide shorter distances on many key routes to satisfy the supply chain requirements within the automotive, agricultural, retail and food and beverage industries. We are hopeful about this transaction as a CN-KCS rail will be able

to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Mediterranean Shipping Company (MSC) is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Robert Milazzo
Executive Vice President Intermodal
MSC USA Inc

MEDLOG
Transport & Logistics

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

My name is Justin Berthiaume, and my business address is 7 Rue Saint-Jacques, Montréal, QC H2Y 1K9. I am the National Sales Director of Medlog Canada. In my role, I am responsible for all Sales and Operations for the North American logistics arm of MSC Canada.

Medlog Canada utilizes CN for both Intra-Canada as well as cross-border Domestic Intermodal. We also ship our own 40- and 53-foot containers on CN Rail. Our cooperation with CN has been growing steadily and our satisfaction with the level of service we have received is the main reason we both see a bright future for this business relationship.

As information, this is some data about MSC and CN. Mediterranean Shipping Company (MSC) is a world leading shipping and Logistics Company with a global network of 524 offices in 155 countries with 100,000 employees. Our fleet of 570 vessels carries 21.5 million twenty-foot equivalent units (TEU) annually into 500 ports of call. MSC transports over 800,000 units (TEU) per year on CN. Rail is an integral part of MSC's supply chain connect goods across North America.

MedLog supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Medlog Canada will need all the help it can get to have better access to the US and Mexican markets considering the lack of equipment available to us in Canada. The Intermodal Market will grow in the next couple years considering the lack of drivers available for long-hauls and having this new partnership to bring our customers products in and out of Canada will be a great advantage to us.

MEDLOG Canada
7 rue Saint-Jacques
H2Y 1K9, Montreal
Quebec, Canada

Sensitivity: Internal

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.
- We are uniquely positioned to offer a route that avoids the Chicago-congested area, a critical component of converting truck to rail and competing against other rail suppliers
- On average, CN saves 24 to 40 hours transiting around congested Chicago on the EJ&E
- The combination with KCS would add another line to the [CN network] between Detroit and Kansas City, a speedway creating a faster, safer and more economical rail option for shippers who currently rely on trucks.
- Create new market reach (expand market options) for both sourcing of inbound and outbound opportunities. (also could point out CN has a larger footprint which generates more possibilities)
- Seamless operation equals speed for the customer – for service, customer service, billing, customs, notifications, one logistic platform
- CN experiences less delays – at the interchange, crosstown, equipment supply
- More accurate arrivals and departures with fewer interchange points allows for better planning for you, the customer

Sensitivity: Internal

MedLog is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Justin Berthiaume
National Sales Director, Medlog Canada

Sensitivity: Internal

METAL OX
WAREHOUSING & LOGISTICS LLC
701 S. WOODWARD HEIGHTS | SUITE 128 | FERNDALE, MI 48220 | 248.591.4192 | METALOXWAREHOUSING.COM

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Metal Ox Warehousing & Logistics LLC has been a customer of CN's for the past year in our Roseville, Michigan location where we receive railcars of aluminum and copper that we store for use in the US supply chain. Metal Ox Warehousing & Logistics supports CN's acquisition of KCS because of the benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would provide faster and more widespread availability and service. I have been working with CN since 1993 and have always found their service to be superior and their record on safety to be extremely strong. We have confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Metal Ox Warehousing & Logistics is seeking approval to be a registered London Metal Exchange warehouse, and as such, will be even more open to additional metal markets, both from a production and supply standpoint. We rely on being able to receive metals coming from the western US, through Chicago, to our Michigan facility, as well as from Michigan south to consumers in the Midwest and the southern United States.

The combined company would create a better network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

In addition, we are hopeful that the merger will create additional competition with Union Pacific for shipments coming from the west and also from Mexico. Competition serves the market by lowering prices for consumers and giving additional options, which is key in our business.

Furthermore, as many of our current shipments go through Chicago in route to our facility, it is my understanding that this merger could help clear up congestion in that area, which is highly beneficial to prompt receipt of our metals.

Metal Ox Warehousing & Logistics is happy to support this proposed merger between CN and KCS rail. I am available for any further questions at swv@metaloxwarehousing.com or 248-506-3013.

Best regards,



Stacey Wright-Verkeyn
President, Metal Ox Warehousing & Logistics LLC

cc: all parties of record

METRO EAST INDUSTRIES INC.

April 22, 2021

Ms. Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries – Control – Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Metro East Industries (MEI) is a key supplier to Canadian National Railway, providing both railcar and locomotive repair services. We have enjoyed an excellent relationship with this key customer since establishing our business in 1990.

MEI supports CN's acquisition of KCS because of the superior benefits a CN-KCS Railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to MEI and the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on the environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial and do not anticipate any negative impact to MEI, the environment or market competition.

MEI is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Gayle Ortyl
President

PH. 618-271-7210
www.metroeastinc.com
P.O. Box 3220
Fairview Heights, IL 62208
FAX
ESL 618-874-3785
Alorton 618-874-8078

MICRO FOCUS SOFTWARE SOLUTIONS CANADA
411 LEGGET DRIVE SUITE 503 OTTAWA NS K2K 3C9

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Microfocus Software Canada is a Software and Services Partner providing industry leading enterprise software and service solutions for over 10 years.

Microfocus Canada supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Microfocus is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Gerry Machado
Sr Director PSO Sales Canada

cc: Marc-Andre Guertin Microfocus
Wade Dennis Microfocus

MINERAL RANGE INC.

OPERATOR: MINERAL RANGE RAILROAD
P. O. BOX 386 - ISHPEMING MI 49849

CYNTHIA T. BROWN
CHIEF, SECTION OF ADMINISTRATION
OFFICE OF PROCEEDINGS
SURFACE TRANSPORTATION BOARD
395 E. STREET S.W.
WASHIGTON, DC 20423-0001

APRIL 26, 2021

RE: FD 36514

CANADIAN NATIONAL RAILWAY COMPANY, GRAND TRUNK CORPORATION AND CN'S RAIL OPERATING SUBSIDIARIES – CONTROL : KANSAS CITY SOUTHERN RAILWAY COMPANY, GATEWAY EASTERN RAILWAY COMPANY, AND THE TEXAS MEXICAN RAILWAY COMPANY

DEAR MS. BROWN:

MINERAL RANGE IS A RAILROAD IN MICHIGAN THAT CONNECTS WITH CANADIAN NATIONAL (CN). LIKE ALL SMALLER RAILROADS, WE ARE ALWAYS LOOKING TO FIND WAYS TO EXPAND OUR SHIPPER'S MARKETS. MINERAL RANGE SUPPORTS CN'S ACQUISITION OF THE KCS BECAUSE OF THE SUPERIOR BENEFITS A CN–KCS RAILWAY WOULD BRING BY OFFERING FASTER, SAFER, CLEANER AND MORE DIRECT SERVICE FOR NORTH-SOUTH TRADE. WE HOPE THIS WILL OPEN UP NEW OPPORTUNITIES FOR OUR CUSTOMERS AND US.

THANK YOU VERY MUCH.

CLINTON JONES, JR., PRESIDENT
MINERAL RANGE INC.

CC: PARTIES OF RECORD



MINHAS FURNITURE HOUSE LTD

3916–72nd Avenue S.E

Calgary, AB T2C 2E2

Tel: 403-219-1006

Fax: 403-291-1068

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

MINHAS FURNITURE HOUSE LTD has relationship with CN (or TransX) for more than 20 years ago and all our intermodal furniture shipment are done through them.

MINHAS supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Minhas has 3 locations between Canada (AB) , USA (NC and NJ) and we support all Canadian and USA furniture market and having this deal done will help us expand our growth and distribute our domestic product to many additional state.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of FURNITURE from Canada to USA and vice versa.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

- We have many client cross boarder and it is had to ship to their location due to the route availability but with this deal we have confident

- Minhas furniture house LTD is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Minhas Furniture house LTD

Bill Minhas - President

Mo Rahman- CFO

cc: Parties of Record

MISSISSIPPI EXPORT RAILROAD
4519 McInnis Avenue / Moss Point, MS 39563 / 228.475.3322 / www.mserr.com

April 25, 2021

Ms. Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

My name is Kate Luce, and I serve as President & CEO of Mississippi Export Railroad Company (MSE), a 99-year-old short line railroad headquartered in Moss Point, MS. Our independent freight railroad and rail services management company offers freight shipment, transloading, railcar storage and repair, and industrial development services. Canadian National (CN) interchanges with our 42 miles of rail in Evanston, MS. The strong partnership between MSE's operations and CN's network allows industrial shippers to grow their businesses into the US Gulf Coast.

We believe that a combination of CN and KCS would help us capture more wins in our markets. CN's strong track record of success with great service and safety gives us confidence that a combined CN-KCS would be well positioned to serve both our needs and those of our customers. Additionally, CN's successful track record of acquisitions over the past 25+ years assures us that CN will effectively integrate with KCS.

MSE's longstanding partnership with CN has driven tangible benefits for our customers. CN's acquisition of KCS will allow our partnership to offer an enhanced service to existing and future customers.

Kate C. Luce • President & Chief Executive Officer • T: (228) 474-6383 • F: (228) 474-8643
E-mail: kluce@mserr.com

CN's unique three coast network and our strong working partnership has provided meaningful benefits to our business and our customers; the KCS-CN merger will further enhance this reach and our product offering. While limited overlap in the networks exist, the additional connection points will facilitate the combined railway's creation of competitive lanes and broader transportation solutions.

We continue to be impressed with CN's commitment to innovation in the rail industry; they are an industry leader in fuel consumptions, sustainability, and safety. CN's consistent track record in innovative solutions like automated track inspection technology and car inspections portals will further enhance the safety, speed, and reliability of the KCS network.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for shippers that currently rely on trucks and provide shorter distances on key routes.

MSE supports CN's proposed acquisition of KCS and hopes to see this USMCA railway endeavor come to life.

Sincerely,

Kate C. Luce

cc: Parties of Record

MISSISSIPPI FORESTRY ASSOCIATION
6311 Ridgewood Road, Suite W405 • Jackson, Mississippi 39211 • Phone 601.354.4936 • Fax 601.354.4937

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

The Mississippi Forestry Association, located in Jackson, Mississippi, is the only statewide non-profit organization dedicated to sustaining Mississippi's forests. The CN network offers great market reach for Mississippi forest product manufacturers and is essential to the growth of the state of Mississippi.

We believe that a combination of CN and KCS would help Mississippi forest products manufacturers be more competitive by allowing more single carrier rail coverage within the state and by offering more reach to both domestic and export markets through additional port options. CN's strong track record of success with superior service, intermodal, and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs.

CN's acquisition of KCS will allow MFA members to offer enhanced services to their customers. While KCS and CN work together to provide joint routes which remain among the transportation options as separate companies, they have not been able to offer the kind of seamless service that would help MFA members compete on a global stage. The KCS-CN merger will further enhance this reach, and in turn, their product offerings. There is limited overlap in the networks, and additional connection points will facilitate the combined railway to create innovative transportation solutions and competitive lanes. The CN-KCS merger will provide shorter distances on many key routes for our growing industry and the Mississippi forest products economy.

We have been impressed with CN's commitment to innovation in the rail industry, and they have demonstrated that they are the industry leader in fuel consumptions, sustainability, and safety. CN's consistent track record in innovative solutions, such as the automated track

inspection technology and car inspections portals, will enhance the safety, speed, and reliability of the KCS network.

There is a need for more direct hauls from mill to port and mill to final destination, and the combined company would create a network with enhanced end-to-end single-owner, single-operator service. This will result in a faster, safer, and more economical rail option for our member companies where they currently rely on multi-line hauls. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that is not currently available.

For the reasons stated above, Mississippi Forestry Association is expressing our support for the combination of CN and KCS as it will enhance overall competitiveness through the multiple connection points creating additional lower-cost, faster transportation lanes throughout the U.S. Heartland.

Sincerely,



Dr. J. Tedrick Ratcliff Jr.
Executive Vice President
Mississippi Forestry Association

cc: Parties of Record

Missouri Sugars, LLC
5040 Doniphan Drive
Neosho, MO 64850

417.451.9150
417.455.9420 fax
www.sugars.com

April 23, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514 -
Canadian National Railway Company ("CN") – Kansas City Southern ("KCS")

Dear Ms. Brown

I write on behalf of Missouri Sugars, LLC ("Missouri Sugars"), a customer of KCS, regarding CN's proposed acquisition of KCS. Our company utilizes KCS to receive railcars and boxcars of sugar from various sources. Missouri Sugars supports CN's acquisition of KCS because of the benefits a CN-KCS railway would bring by offering faster and more direct service for rail customers, like Missouri Sugars.

The combined company would create a network with enhanced single-owner / operator service, which should result in a faster and more economical rail option for us on many key routes, benefiting our shipments and thereby enhancing our ability to be competitive in the markets in which we operate.

For such reasons, Missouri Sugars supports CN's acquisition of KCS.

Sincerely,

John B. Yonover, President
Missouri Sugars, LLC

cc: Parties of Record in FD 36514

MIDSTREAM LPG

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: Canadian National Railway Company (CN) acquisition of Kansas City Southern Railway Company
Canadian Pacific Rail Company (CP) acquisition of Kansas City Southern Railway Company

Dear Ms. Brown:

Midstream Energy Partners (MEP) is a midstream energy company engaged in the rail and truck transportation of LPG products for their use in home heating & cooling, agricultural crop drying, transportation and refinery blend stocks. MEP relies heavily on both CN and CP to transport their essential LPG products throughout North America and specifically to their asset base in the Provinces of Alberta and Ontario and the States of California, Montana, Nevada, Washington, Utah and Wyoming.

Midstream Energy Partners supports the potential acquisition of Kansas City Southern (KCS) by CN or CP because of the benefits that the proposed combined entities would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that either one of the proposed acquisition's would help us to win in our markets. Both CN and CP have strong track records of success with superior service, intermodal and safety; this gives us confidence that should either railroad acquire KCS we would be strongly positioned to grow our business.

Midstream Energy Partners transports in excess 2,000 rail cars of propane and butane per year, largely on the Western side of North America. While we are not the largest shipper of product within CN or CP's network, both have always been fair and reasonable in helping us move cars efficiently and economically and in turn helping Midstream Energy Partners grow our business

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. MEP is hopeful that either potential transaction would result in rail traffic being able to move more fluidly North – South, which would result in seamless transportation and service for all shippers.

Suite 3800, 205 5th Avenue SW | Calgary, AB T2P 2V7 Phone: 403.899.4755

MIDSTREAM LPG

While MEP is hopeful that the consolidation of KCS by either of CN or CP would result in the increased efficiency of rail traffic, we must be mindful of the affect of consolidation on economics. The cost of transporting goods via rail is significant, often it is the biggest expense in the supply chain. As the Surface Transportation Board evaluates both potential acquisitions, there must be consideration that either acquisition would not lead to too great a consolidation of market share which could allow for the opportunistic escalation of costs to move rail freight.

Midstream Energy Partners is confident in and strongly supports the proposed acquisition of KCS by either Canadian National Railway Company or Canadian Pacific Railway Company for all of the reasons as stated above.

Sincerely,

Brad Deets
Vice President – Supply and Marketing

cc: Parties of Record

Suite 3800, 205 5th Avenue SW | Calgary, AB T2P 2V7 Phone: 403.899.4755

Head Office & Administration Office
3484 boul. Des Sources
Suite 524
Dollard-des-Ormeaux, Qc.
Canada H9B 1Z9
Tel: 514 798-1919
Fax: 866 676-4777

Vancouver Sales

22515 116th Avenue
Suite 217
Maple Ridge BC
Canada V3X 0L3
Tel: 604 464-2478
Fax: 855-215-3030

MMI Freight Systems Inc.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

MMI Freight Systems Inc.is a company that relies heavily on rail. Eighty percent of our business has been with CN /Trans X for over 15 years. The highly qualified sales and operations teams at CN/Trans X have been flawless implementing and executing our needs throughout. The commitment to service all our transportation needs has allowed MMI to grow and prosper since opening in 2007.

MMI Freight System Inc is a fresh & frozen produce / seafood logistics company. We specialize in reefer supply chain solutions for our clients in the USA and Canada of which a majority of have asked for rail service door to door to all points for years.

MMI Freight System Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

MMI needs seamless reefer service from Mexico to USA to Canada. This would allow use greater expansion and growth for the future of our company. Multiple line haul rail and trucking and transfer places have dominated these lanes for years. This CN/KCS option is what we've been waiting for.

Head Office & Administration Office
3484 boul. Des Sources
Suite 524
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Fax: 866 676-4777

Vancouver Sales

22515 116th Avenue
Suite 217
Maple Ridge BC
Canada V3X 0L3
Tel: 604 464-2478
Fax: **855-215-3030**

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of produce & fish

CN's significant experience providing seamless intermodal service throughout their network and across borders.

MMI Freight Systems Inc is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Glenn Croxen

Glenn Croxen
Managing Partner Director of Operations

MobilEx Terminal Box 3192 Stn Main
Regina, SK S4P 3G7

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

MobilEx Terminal is a bulk ship loading facility, located in Thunder Bay, Ontario. We handle all types of Agricultural commodities for export, including Potash, Lentils, Durum Wheat, Milling Wheat, Peas and Canola. Our facility is a direct hit terminal, outfitted with a loop track for continuous train to vessel loading. CN Rail is our class 1 interchange partner, with which we communicate and coordinate all inbound and outbound unit train traffic. We have owned and operated this terminal since 2013 and appreciate the collaborative approach CN has taken with us, a customer, which in turn has opened new opportunities for significant increased volumes in 2021 and beyond.

MobilEx Terminal supports CN's acquisition of KCS. We feel a CN-KCS railway would offer a faster, safer, cleaner, and more cost-effective end to end option for North-South trade. From our experience with CN and their supply chain, we are confident they will be able to provide a seamless and compeditive transportation corridor, that will provide new market opportunities, not available today, or through an alternative combination.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

MobilEx Termial is confident in and strongly supports CN's proposed acquisition of KCS. We look forward to pursuing new opportunities with them, as this CN - KCS deal comes together.

Sincerely,

MobilEx Terminal

cc: MobilGrain

MOLTO
PROPERTIES

April 22, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: **FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company**

Dear Ms. Brown:

Molto Properties, owners, investors, and developer of industrial real estate works closely with CN in the Chicago region to provide property solutions for companies who rely on rail intermodal service.

Molto Properties supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with intermodal service gives us confidence that a combined CN-KCS would be best positioned to serve our clients' needs.

The KCS acquisition would open new opportunities for carload business & intermodal from Mexico into the Chicago region by providing shorter distances than would be offered by the proposed KCS and CP on many key routes, including Laredo and Dallas to Chicago. New opportunities would mean companies looking for new facilities in the area which will drive development and new construction and economic activity. .

Molto Properties is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Michael Powers
Senior Principal & Chief Investment Officer, Molto Properties

cc: Parties of Record

SOCIÉTÉ TERMINAUX
MONTRÉAL GATEWAY
TERMINALS PARTNERSHIP

April 22, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

I am writing you today to express our support regarding Canadian National Railway's (CN) acquisition of KCS. Montreal Gateway Terminals Partnership (MGT) supports the acquisition because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

MGT is the leading container terminal operator at the Port of Montreal, the international port closest to America's industrial heartland. Strategically positioned 1,600 kilometers inland on the St. Lawrence River, MGT is the shortest route connecting the US Northeast and Midwest market of 100 million consumers to Northern Europe and the Mediterranean. MGT has a diversified customer base and has been handling container volume for global shipping companies since 1971.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

MGT believes a CN and KCS combination will create a transcontinental railroad with the scale and reach to deliver improved levels of service to us and enable us to better serve our own customers and communities, while improving safety and enhancing competition.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

305 Curatteau
Montréal, Québec H1L 6R6
514-257-3040
www.mtrtml.com

Partnership Efficacité Respect Intégrité Efficiency Partenariat Service Integrity

SOCIÉTÉ TERMINAUX
MONTRÉAL GATEWAY
TERMINALS PARTNERSHIP

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of marine containers moving between international markets abroad and the North American industrial heartland.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

MGT is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Michael Fratianni
President and Chief Executive Officer
Montreal Gateway Terminals Partnership

cc. Dan Bresolin
Vice President, Intermodal Sales and Marketing
Canadian National Railway

305 Curatteau
Montréal, Québec H1L 6R6
514-257-3040
www.mtrtml.com

Partnership Efficacité Respect Intégrité Efficiency Partenariat Service Integrity

PORT MONTRÉAL

Administration portuaire de Montréal
2100, avenue Pierre-Dupuy, aile 1
Montréal (Québec) Canada H3C 3R5
T 514.283.7011

Montreal Port Authority
2100 Pierre-Dupuy Avenue, Wing 1
Montreal, Quebec Canada H3C 3R5
T 514.283.7011

April 23, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

The Montreal port Authority is a major international port, serviced by class one railway companies, connecting the movement of cargo in bulk and intermodal containers between Europe and North America's industrial heartland. CN has been operating at the Port of Montreal since the port's beginnings in the year 1830.

The Montreal Port Authority supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The acquisition of KCS by CN will facilitate cargo movements between Europe, and KCS's existing markets through combined CN/KCS services.

…2

The combined company would create network with enhanced end-to-end single-owner, single-operator service, which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination. For example:

The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting shipments of ''freight all kinds'' (fak) in intermodal containers between Europe and KCS's existing network.

CN's significant experience providing seamless intermodal service throughout their network and across borders.

The Montreal Port Authority is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Martin Imbleau
President and Chief Executive Officer

Cc: Jean-Jacques Ruest, President and Chief Executive Officer - CN

MONTSHIP INC.

D. Brian McDonald
President and
Chief Executive Officer

Montship Inc.
Suite 400, West Tower
2700 Matheson Blvd. East
Mississauga, Ontario
L4W 4V9

Tel.: 905.629.5904
bmcdonald@montship.ca

April 23rd, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Montship Inc, established in 1925, is a full service shipping agency with offices across Canada, and in the U.S. (Trealmont Logistics USA). Our focus is on global, and North American supply chains, involving all modes of transport. Our history with CN goes back almost to our inception, and we are proud of the work we have done together to serve our North American and international customers. As a door-to-door service provider we rely heavily on the rail infrastructure to move our customers' goods to market. CN Rail has not only been a top of class rail provider, but just as importantly a safety and environmentally focused operator. These qualities are important to us, and the customers we serve. As our North American footprint grows, especially in the US and Mexican markets, having a reliable railway to connect these 3 countries is of critical importance. Direct rail service connectivity will enhance our current coverage and open new markets. As such, Montship Inc. (and our subsidiaries) is pleased to endorse CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. Moreover, shippers and consignees of all size benefit if markets are more accessible. Most importantly, the ultimate winner is the consumer. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

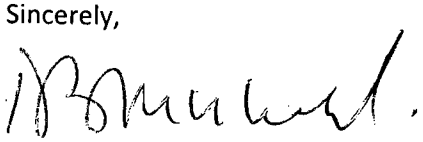
We look forward with optimism to expanding our business with CN/KCS as new markets are opened. As a user of several North American railways, and the owner of a trucking company (based in Winnipeg, Manitoba) we are very familiar with the benefits that rail connectivity provides, most notably cost and environmental.

Importantly, with the chronic shortage of truck drivers in North America, the expansion of rail coverage (through a single entity) provides superior reliability.

We are hopeful that this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Montship Inc. is confident and strongly supports CN's proposed acquisition of KCS for all of the reasons stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Brian McDonald
President and CEO

MORGAN'S
Transport Refrigeration Services Ltd

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

K mpe_l %4 Rp_l qnnmpr Pcdpgecp_rgml Qcpt gacq Jrb f _q ` ccl gj t mjt cb u grf AL * dj pcn_gpdj e rf cpc
k mmmpgxcb djccr dmp4 wc_pq l mu

Morgan's Transport Refrigeration Services supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Morgan's Transport refrigeration Services is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Clive Morgan President

cc: Parties of Record

MOTIVE RAIL, INC.
P.O. BOX 4283
SCOTT CITY, MO 63780
WWW.MOTIVERAIL.COM
PHONE: 573-334-1201
FAX: 573-339-1204
EMAIL: INFO@MOTIVERAIL.COM

April 23, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Motive Rail, Inc. (Motive) conducts rail operations at several locations connecting with Canadian National (CN). Motive operates an eleven-mile line in central Illinois handling unit grain trains. We also lease a portion of railroad for our short line in Quinnesec, MI for a large paper mill. We are constantly evaluating opportunities in conjunction with CN and their customers. Like all smaller railroads, we are always looking to find ways to expand our shipper's markets. Motive supports CN's acquisition of KCS because of the superior benefits a single-line CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service to KCS points and to Mexico. CN has multiple interchange points with KCS, making the union a good fit. We hope this will open new opportunities for our customers and us.

Thank you,

Jerry Respondek
President/CEO
Motive Rail, Inc.

cc: Parties of Record

Mphasis
The Next Applied

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Mphasis Ltd has provided next generation technology services, as well as architecture guidance, application development and application management services to CN since March 2019. In this capacity, CN is considered a top strategic customer of Mphasis.

As part of an engagement with CN, Mphasis takes pride in helping drive the CN goal of being regarded as a top performing international transportation and logistics company. As a supplier to CN, Mphasis supports CN's commitment to create value for both customers and shareholders by deepening customer engagement, leveraging the strength of CN's franchise and delivering operational and service excellence.

Mphasis is encouraged with the recent news of CN's proposed acquisition of KCS and the potential benefits that a CN-KCS railway could bring though faster, safer, cleaner and more direct service for North-South trade.

Mphasis is excited to partner with CN to help CN achieve its future vision for improved service for North-South trade.

Sincerely,



Eric Winston
Executive Vice-President, General Counsel, Chief Ethics and Compliance Officer

North American Freight Logistics

111 – 250 Schoolhouse Street, Coquitlam, BC Canada V3K 6V7
Tel: (604) 523-6235 ~ Fax: (604) 523-6237 ~ sales@nafl.ca ~ www.nafl.ca

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Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

N.A. Freight Logistics Ltd. is long standing customer of C.N. utilizing Intermodal service both in Canada and in and out of the U.S. We move various products from raw materials, finished food products and manufactured goods on behalf of our customer base.

N.A. Freight Logistics Ltd. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

As we move various kinds of products from raw materials, finished food products and manufactured goods on behalf of our customer base we feel this acquisition will allow us to use C.N./KCS more often. This will allow us to move away from the various I.M.C.'s we use today to move goods on these lanes.

North American Freight Logistics

111 – 250 Schoolhouse Street, Coquitlam, BC Canada V3K 6V7
Tel: (604) 523-6235 ~ Fax: (604) 523-6237 ~ sales@nafl.ca ~ www.nafl.ca

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The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of skidded bagged rice from Stuttgart, AR to various Western Canada destinations and to Mississauga, ON.

CN's significant experience providing seamless intermodal service throughout their network and across borders.

- N.A. Freight Logistics Ltd. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Jeff Vowles

Jeffrey E. Vowles
President, N.A. Freight Logistics Ltd.

NAKINA LUMBER INC.

LONGLAC LUMBER INC.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Nakina/ Longlac Lumber Inc. are a leading lumber producer and operates two sawmills in northern Ontario. Nakina/ Longlac Lumber Inc. ships approximately 400 carloads per year with CN.

Nakina/ Longlac Lumber Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

- The CN team has a track record of successful and flawless mergers over the last 20 years

1.

- The merger will provide seamless North South connectivity which help further integrate North American supply chains

- CN's proposal embraces the spirit of the new STB rules, including the requirement to enhance competition– there is no ambiguity in where we stand on this issue, which is why CN did not even try to benefit from the waiver.
- KCS and CN have very little overlap and several connection points which will facilitate the combined railway to create new innovative transportation solutions

Nakina and Longlac Lumber Inc. are confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Tom Darechuk
President
Nakina Lumber Inc.
Longlac Lumber Inc.
100-1120 Premier Way
Thunder Bay, Ontario
P7B 0A3

NASCENT TOMORROW'S TECHNOLOGY TODAY

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

NASCENT Technology LLC ("NASCENT") has provided and maintained our proprietary Automated Gate Solutions across CN's US and Canadian rail facilities for over a decade. As a long time technology provider to both CN and KCS, we have experienced first-hand each organization's forward thinking and collaborative cultures.

NASCENT supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

NASCENT is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

2744 Yorkmont Rd. • Charlotte, NC 28208 • 704.654.3131 • sales@nascent.com

NASCENT

TOMORROW'S TECHNOLOGY TODAY

Sincerely,



Ray West
President & CEO
NASCENT Technology, LLC

cc: Parties of Record

2744 YORKMONT RD. • CHARLOTTE, NC 28208 • 704.654.3131 • SALES@NASCENT.COM

National Silicates
an affiliate of PQ Corporation

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

National Silicates has a long cooperation with CN for all 5 manufactures sites in Canada from East to West Canada. We are working with CN in many areas from rail activity to customs brokerage or to export intermodal.

National Silicates supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

National Silicates as part of the PQ Corp, is using the CN services between US to Canada and vice versa with a portfolio of more than 300 rail cars (leased), tanker and hopper cars.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of chemical products from east and west Canada to US.

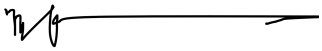
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

- PQ group will be the beneficiary of better options to operate the rail suppling program between the 12 owned plants from east to West US and to complete the rail transport projects in Canada.

National Silicates is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Mike Vinca
Purchasing and Logistics Manager
National Silicates
Toronto
Ph # 416 225 7771 / ext. 148



cc: Parties of Record

VINCE DE LUCA
CHIEF FINANCIAL OFFICER

NATIONAL STEEL CAR LIMITED
P.O. BOX 2450
HAMILTON, ONTARIO
L8N 3J4

(905) 544-3317 EXT 3012

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

National Steel Car Limited is a supplier to the North American Railroad industry and to **both** Canadian National Railway and Kansas City Southern Railway. National Steel Car designs, engineers and builds new railroad freight cars for the industry and has done so since 1912.

National Steel Car supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

National Steel Car is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Vince De Luca
Chief Financial Officer
National Steel Car Limited

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Nature's Path Foods has been a CN customer for many years. Our supply chain serves Canada & the USA, which is why we've partnered with CN. Overall, we are very pleased with our CN service & our business relationship

Nature's Path Foods supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Today, Nature's Path has a multi facet supply chain with partnerships with CN, BNSF & various 3PL's & OTR carriers. Expanded service offerings with the CN/KCS could be beneficial to open new markets in the US Midwest & Southwest.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Nature's Path Foods is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Andrew Chow
Transportation Manager

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

New World Fuel S.A. de C.V., has been a client of CN using the Alberta Canada terminal to our customers with terminals in Mexico.

New World Fuel S.A. de C.V., supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of propane from Canada to Mexico.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

1.

- New service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

Fuel S.A. de C.V., is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



X_____
New World Fuel S.A. de C.V.
Guillermo Torre
Partner

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

New World Global, LLC, has been a client of CN using the Alberta Canada terminal to our customers with terminals in Mexico.

New World Global, LLC, supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of propane from Canada to Mexico.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

1.

- New service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

New World Global, LLC, is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

X_____
New World Global, LLC
Esteban Benavides
Partner

NEW YORK AIR BRAKE

New York Air Brake LLC

April 23, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

New York Air Brake LLC is a supplier of freight and locomotive components for the rail industry. CN is one of our customers.

New York Air Brake LLC supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

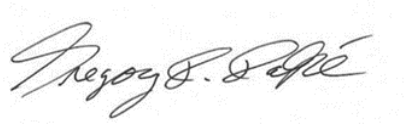
We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

New York Air Brake LLC is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Gregory D. Dalpe
SVP, Sales & Marketing
New York Air Brake LLC

cc: Jason Ball
Director, OE Freight

NORDIC
KRAFT

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Nordic kraft L. P. is a leading major producer of NBSK pulp in Canada and that will ship approximately 2,000 carloads this year with CN.

Nordic Kraft L.P. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- The CN team has a track record of successful and flawless mergers over the last 20 years.

1.

- The merger will provide seamless North South connectivity which help further integrate North American supply chains.

NORDIC KRAFT
30, chemin du Moulin, C.P. 219
Lebel-sur-Quévillon (Québec) J0Y 1X0
nordic.ca/kraft

NORDIC
KRAFT

- CN's proposal embraces the spirit of the new STB rules, including the requirement to enhance competition– there is no ambiguity in where we stand on this issue, which is why CN did not even try to benefit from the waiver.
- KCS and CN have very little overlap and several connection points which will facilitate the combined railway to create new innovative transportation solutions.

Kraft Nordic s.e.c. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Nordic Kraft L.P..
Roger Boileau
Président | President
100-1100 Av. des Canadiens de Montréal
C 514-442-0144

cc: Parties of Record

NORTH ATLANTIC INTERNATIONAL LOGISTICS INC.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

North Atlantic International Logistics is a current customer of CN, shipping intermodal containers on various Canadian, U.S. and Mexico Transborder lanes. Over the years, we have built a true partnership with CN. Our customers using the intermodal service benefit from a reliable and cost effective solution to ship their goods across North America.

NAI supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be well positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

NAI offers logistics services to a variety of customers in North America. We pride ourselves in offering a single point of contact, keeping our customers informed and providing peace of mind by managing all activities with the carriers.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service.

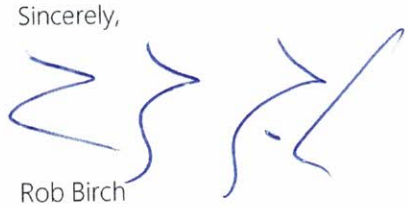
For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our customers' freight shipments between Canada, USA and Mexico.

- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway.
- Seamless operation equals speed for our customers – for service, customer service, billing, customs, notifications, one logistic platform.
- CN is uniquely positioned to offer a route that avoids the Chicago-congested area, a critical component of converting truck to rail and competing against other rail suppliers.
- CN consumes approximately 15% less locomotive fuel per gross ton mile than the industry average which would help our customers reduce GHG emissions by leveraging rail for the long haul and trucking over shorter distances
- CN invests in technology and is prepared to extend their recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

North Atlantic International Logistics is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above.

Sincerely,



Rob Birch
President

cc: Parties of Record

North Country
Chamber of Commerce
The Power of Region

Home of:
Adirondack Coast
Visitors Bureau

North American Center
of Excellence for
Transportation
Equipment (NAmTrans)

North Country
Service Corporation

North Country
Industrial Council

Quebec - New York
Corridor Coalition

SCORE

Serving:
Clinton
Essex
Franklin
Warren
Hamilton
Akwesasne
Southern Quebec

April 23, 2021

Hon. Martin J. Oberman, Chairman
Surface Transportation Board
395 E Street, SW
Washington, D.C. 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries - Control - Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman:

The North Country Chamber of Commerce is the largest business and economic development organization in northern New York State, representing more than 4,200 companies. We play an especially strategic role in support of U.S.-Canadian-Mexican economic partnership and the development of transportation systems conducive to the maximization of this dynamic.

With the foregoing in mind, we are supportive of CN's announced proposal to combine with Kansas City Southern (KCS), creating a premier railway for the 21st century economy with highly strategic and valuable connections in the United States, Mexico and Canada. We believe this combination would serve the interests of the United States very well, including the interests of New York State.

I have had the pleasure of working with CN for many years in collaborative efforts to foster cross border economic development between Canada and New York. They have consistently been strategic, cooperative, collaborative and forward looking in their approach and culture.

For all of the foregoing reasons, we support CN's proposed combination with KCS and encourage favorable consideration by the Board.

Sincerely,

Garry Douglas
President and CEO

Northstar Frontier USA

PO Box 5005

Rancho Mirage, CA 92270

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Northstar Frontier Services, INC and it's affiliates since 2003 have provided CN Rail with catering and housekeeping services to their Bunkhouses, Maintenance of Way Boarding Cars and Training Centers.

Northstar strongly supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Northstar is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Craig W Bayless
Co-Owner

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

NOVIPRO is an IT solution provider to CN, supporting key infrastructure and services, and has been for more than 10 years. As a partner, working on key initiatives, we have been part of multiple projects over the years.

NOVIPRO supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

NOVIPRO is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Alain Cormier, Executive Director
NOVIPRO Inc.

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Ocean Spray has been a strategic partner with CN for over 15 years, particularly as a key carrier for transportation of intermodal full loads into and across Canada. Ocean Spray supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Today, Ocean Spray uses intermodal both in Canada and from the US but is continually looking and evaluating to convert OTR business (finished food goods) from the US to Canada, in order to reduce costs and carbon footprint. Additionally, Ocean Spray is looking for diversification for commodities used in production such key plants as Kenosha, WI and Fort Worth, TX, which rely on key ingredients. Having seamless Rail options and the ability to pull in raw materials and ship out finished goods to distribution sites will allow Ocean Spray to be more competitive and enhance the supply chain.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of finished consumer package goods from the Mid-West US to the South, including Mexico.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

- We are not afraid to compete, more competition lowers cost and makes US manufacturers more competitive.

- KCS and CN have very little overlap (approximately 1 percent of our combined network) and several connection points which will facilitate the combined railway to create new innovative transportation solutions that help customers reach new desirable markets directly and economically – we win when our customers win.

- Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.

- The merger will provide seamless North South connectivity which help further integrate North American supply chains

- Additionally, CN has a record of superior service at the borders, as well as more experience and greater success with intermodal, reducing friction for customers across geographies and transportation modes, that it would leverage and apply to KCS's business.

- Rail investment generates collaboration and business development opportunities

- The greater use of combined transport helps lower transportation costs by allowing each mode to be used for the portion of the trip to which it is best suited and also helps reduce emissions, traffic congestion, accidents and the burden on overstressed transportation infrastructure

Ocean Spray is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Doug Ward

Doug Ward

Manager, North American Transportation
Ocean Spray Cranberries, Inc.

cc: Parties of Record

OCRCanada
a Barcodes Group company

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

OCR Canada is a strong supplier for CN in which we provide:

- Hardware mobile devices, tablets, Vehicle Mount Units & accessories
  - Zebra Technologies
  - Psion Technologies
  - Handheld Group
  - Apple
  - Samsung
- other related IT equipment
  - Mounts – RAM
  - Rugged and non-rugged Keyboards
  - Power supplies
  - Cables (power, communication, USB)
- Consumables
  - Batteries
  - Holsters
  - Labels/Media/Paper
  - RFID Tags
- WIFI expertise
  - Site Survey Analysis
  - Rogue Detection services
- Installation services
  - Installation of wireless access points
  - Running of network cabling
- Managed services
  - Tech support
  - MDM- Mobile Device Management
  - Break Fix services

OCR Canada supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

OCR Canada is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Tony Mastrangeli
Sr. Vice President & GM, OCR Canada
M: 647-459-0515 **W**: **www.ocr.ca**

cc: Parties of Record

oec GROUP
Global Logistics Performers

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

OEC Group is a global logistics provider with operations on 6 continents. We are longstanding loyal customers of CN and use their Intermodal services in Canada from Coast to Coast. Our relationship with CN spans 37 years and has grown year after year.

OEC Group supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combination of CN and KCS would drastically reduce our use of Road Transportation on the North-South Corridor. This change from Road Transportation to Rail Transportation will reduce our carbon footprint, reduce congestion on America's Highways and will make the roads safer for citizens to drive on.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Automobile parts from Mexico to Canada.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- It would greatly help us achieve our ESG Goals and increase our carbon offset programs.

OEC Group is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Landon Bibeau
Chief Marketing Officer

cc: Parties of Record

OLEUM ENERGY SOLUTIONS
821 Aubrey Avenue, Ste. B1
Ardmore, PA 19003

Sunday, April 25, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Oleum Energy Solutions, LLC (hereinafter "Oleum") was founded at the beginning of 2014 to provide supply chain management services primarily to the Oil and Gas Industry, and we have been working closely with the Canadian National Railway Company (hereinafter "CN") since then. Beyond shipping with CN, our company and team has worked hand-in-hand with CN on terminal operations and expansion, as well as identifying both new and changing markets into which we could collectively deliver high-value service to mutual clients. CN and Oleum have worked together throughout North America, but with a majority of business moving from the United States into Canada. Our relationship with CN is a close one, and that is by choice. Much of our business and many of our shipping routes allow for access to other railroads, including the Canadian Pacific Railway. However, our team – which boasts a combined 30+ years of "railroading" experience – consistently chooses CN due to the high level of service, responsiveness, and competitiveness that the company and its teams provide us.

Along these lines, I am writing to express our support for the proposed transaction between CN and the Kansas City Southern Railway Company (et al.) (hereinafter "KCS"). We are confident that a combination of CN and KCS would not only help Oleum further expand our business, but also in the "high-touch", high quality manner that we have provided elsewhere to our clients with CN's support. Of course, we very much appreciate the difficulty in executing these types of transactions and successfully combining two large companies such as CN and the KCS. However, in this instance, our confidence is only further bolstered by CN's successful track record of acquisitions and its proven ability to execute such integrations.

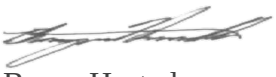
While our team see many benefits of the proposed CN-KCS transaction, there are several notable ones worth highlighting:

- Enhanced end-to-end single operator service;
- "High-touch" service in a larger geographic footprint (with very little overlap compared to CN's and KCS' existing respective service areas); and,
- Visible international support for railroads as one of the most environmentally friendly modes of transportation.

We realize that these transactions are wrought with complication, particularly given the size of CN and the KCS. However, the potential synergies and advantages within this specific combination abound, and our team feels obligated to voice our support so that this opportunity is not missed.

We thank you in advance for your hard work and consideration related to this deal, and we are grateful to be able to expressly voice our support as a customer and partner of CN's. We look forward to your review of the proposed transaction, and we hope for an outcome in favor of this unique "win-win" combination.

Sincerely,



Bryan Hurtado
CEO and Founder

Cc: All Parties of Record

OSHKOSH
CHAMBER of COMMERCE

April 22, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

On behalf of the Oshkosh Chamber of Commerce, please consider our support of CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. The Oshkosh Chamber is a business association consisting of 950 local manufacturing, retail and service businesses in the Oshkosh Area.

We believe that a combination of CN and KCS would help us to win in our markets and creates an opportunity to improve the competitiveness the local business community. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option than currently available on trucks and provide shorter distances on many key routes. We are hopeful about this transaction. The CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination. Further, the combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of local manufacturers from Oshkosh to markets throughout the US and North America.

The Oshkosh Chamber of Commerce is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

John A. Casper
President & CEO

OVERTURE

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Overture Promotions is an award-winning promotional merchandise agency and has been the contracted supplier to CN since 2001. Overture provides a full suite of services to CN, including: a custom-built webstore, inventory/fulfillment and kitting, along with merchandise that supports CN's safety initiatives, special events, tradeshows and special recognition. When the COVID pandemic started, Overture also helped procure substantial quantities of PPE to CN, all of which was fully-compliant product that met/exceeded regulatory safety guidelines.

Overture Promotions supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial and we do not anticipate any negative impacts to our company, the environment or market competition.

Overture Promotions is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Cynthia Lavin

Cynthia Lavin
Vice President, Sales

cc: Parties of Record

Ms. Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Parsec, Inc. has been a partner in North America's transportation infrastructure since we started as a small trucking company in 1949. We have grown to one of the largest intermodal contracting service providers supporting all major US and Canadian railroads as well as multiple international steamship lines. We have assisted in the growth of the freight industry as well as strengthened the economy of both countries by employing over 4,000 individuals. We have a very strong relationship with the Canadian National railroad (CN) and support them at multiple operations in the United States.

Parsec, Inc. supports CN's acquisition of KCS because of the superior benefits a CN/KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. Over our past 70+ year history, we have seen mergers, acquisitions and partnerships of railroads and in every case, it has enhanced the throughput of goods and services. I firmly believe the CN/KCS acquisition will have the same benefit.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between USA, Canada and Mexico and the growth of investment in the rail network which will be both beneficial to us and the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment for sustainability purposes and to reduce the overall carbon footprint.

CN's successful track record of acquisitions over the past 25+ years provides assurances that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial and we do not foresee any negative impacts to our company, the environment or market competition.

Parsec, Inc. is confident in and strongly supports CN's proposed acquisition of KCS for the reasons stated above. We hope that through your review, we see the premier 21st century railway come to life.

Sincerely,

David H. Budig
President and CEO

cc: Parties of Record

1100 Gest Street, Cincinnati, Ohio 45203
(513) 621-6111 FAX (513) 621-4330

Paterson GlobalFoods

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Paterson GlobalFoods Inc. ("Paterson") is a fully diversified grain company with origination locations in both Canada and the United States. Paterson ships grain, oilseeds, pulses, fertilizer as well as processed grain ingredients to destinations in Canada, the United States and Mexico. CN has become a key component of our supply chain and we are quite satisfied with the level of service and accountability that they have offered over our 100+ year relationship.

While Paterson has previously written to you in favour of the CP acquisition of KCS, Paterson was not at that time aware of the possibility of a CN/KCS combination. Of the two proposed acquisitions, Paterson prefers CN's acquisition of KCS because of the superior benefits a CN/KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade, specifically in and out of Southern Manitoba where Paterson has significant operations.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

PATERSON GLOBALFOODS INC. | 22nd Floor, 333 Main Street, Winnipeg, Manitoba, R3C 4E2
PHONE 204.956.2090 **FAX** 204.942.4389 **WEB** www.patersonglobalfoods.com
Earning Your Trust Since 1908

CANADA'S BEST MANAGED COMPANIES
Platinum member

Mexico is an important market for Paterson, and currently the most efficient way to access this marketplace out of Southern Manitoba is by interswitching BNSF cars to CN at Emerson, loading them at Winnipeg or Morris, MB, and then returning them to the BNSF at Emerson for furtherance to Mexico, where they are again switched to a third carrier for delivery in Mexico. Having a single line haul from origin in Manitoba to destination in Mexico will create significant efficiencies for both parties and will allow Paterson to be more competitive in this marketplace. Equally, single line-haul access to the Gulf with greater optionality than that created by the CP/KCS combination will allow Paterson to expand into these markets. Finally, given CN's dedication to intermodal, which is not shared by CP, we expect that the CN/KC combination may open new markets for Paterson for intermodal grain shipments.

Paterson is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Andrew B. Paterson
President and Chief Executive Officer
Paterson GlobalFoods Inc.

cc: Parties of Record

PEHLER OIL LLC

Farm • Residential • Commercial Fuels • Lubricants

April 23, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

RE: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries – Control – Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Pehler Oil LLC has been doing business with the CN since 2008. We are a fuel supplier that does DTL Direct to locomotive fueling. This process takes a lot of communication to keep trains on schedule. CN is very good at relaying information to us so we can fuel the locomotives in a safe and timely manner. Pehler Oil LLC and the CN Railroad have developed a very good relationship these past 13 years.

Pehler Oil LLC supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Pehler Oil LLC is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Bruce Speltz
Owner

36064 Golden Street • P.O. Box 671 • Independence, WI 54747 • **Email:** pehleroil@tcc.coop
Business: 715.985.2126 • **Cell:** 715.530.0777 • **Toll Free:** 1.800.589.1285 • **Fax:** 715.985.5200

April 22, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Pembina Midstream (U.S.A.) Inc. (PMidUSA) is an LPG wholesale marketing entity, indirectly owned by Pembina Pipeline Corporation. PMidUSA utilizes pipeline, trucks and rail to access markets to sell products in the United States. Products marketed and sold by PMidUSA originate from 5 rail car loading facilities in which affiliates of Pembina Pipeline Corporation have an interest. Four of the five rail car loading facilities are served directly by CN Rail. PMidUSA sells LPGs to approximately 90 destinations in United States and CN is one of the primary rail carriers in respect of these destinations. We have an excellent business relationship with CN, so we offer this letter of support in respect of CN's prospective purchase

PMidUSA supports CN's acquisition of KCS because of the potential benefits a CN-KCS railway would bring by offering faster, cost effective, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would enable Pembina to be more competitive to new and existing markets. CN's strong track record of success with superior service and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

In 2020, PMidUSA sold approximately 4.000 rail cars of LPG, including over 300 cars that moved on the KCS/KCSM network.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance Pembina's ability to be competitive and cost effective from our Canadian loading facilities into the U.S. Gulf Coast and Mexican markets.

- CN has several interchange points with the KCS so rail traffic originating from Eastern Canada or the Eastern U.S could move with a single carrier to KCS destinations. Moving traffic from the east over the single Kansas City option would still require multiple railways in the route so the single-owner, single-operator service benefit would be lost.

PMidUSA is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons stated above and we hope the transaction is approved.

Sincerely,



Chris Scherman
Vice President, Marketing

Cc: Keith McClelland	Senior Legal Counsel	Pembina Pipeline Corporation
Todd Sande	Manager of Rail Strategic Planning	Pembina Pipeline Corporation

April 22, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Pembina Pipeline Corporation is a leading energy transportation and midstream service provider that has been serving the North American energy industry for over 65 years. Pembina owns or partially owns 6 rail car loading facilities, 5 of which are served directly by CN Rail. These facilities load tank cars of propane, butanes, propylene and diesel fuel for both Pembina's account and for several 3rd party customers. Pembina markets its' LPG products to over 300 rail destinations in North America so competitive, efficient rail service is essential. CN is Pembina's primary rail carrier.

Pembina and CN have an excellent business relationship, so we offer this letter of support in respect of CN's prospective purchase

Pembina supports CN's acquisition of KCS because of the potential benefits a CN-KCS railway would bring by offering faster, cost effective, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would enable Pembina to be more competitive to new and existing markets. CN's strong track record of success with superior service and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Pembina utilizes pipelines, trucks, ocean vessels and rail cars to access downstream markets. In 2020, Pembina loaded 68,000 rail cars including over 1,700 cars that moved on the KCS/KCSM network. CN handled 75% of the overall volume.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us. We are

hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance Pembina's ability to be competitive and cost effective from our loading facilities into the U.S. Gulf Coast and Mexican propane and butane markets.

- CN has several interchange points with the KCS so rail traffic originating from Eastern Canada or the Eastern U.S could move with a single carrier to KCS destinations. Moving traffic from the east over the single Kansas City option would still require multiple railways in the route so the single-owner, single-operator service benefit would be lost.

Pembina is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons stated above and we hope the transaction is approved.

Sincerely,



Chris Scherman
Vice President, Marketing

Cc: Keith McClelland	Senior Legal Counsel	Pembina Pipeline Corporation
Todd Sande	Manager of Rail Strategic Planning	Pembina Pipeline Corporation

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PENNSY
Progressive thinking. Solid engineering.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Pennsy Corp. is a privately held engineering company based in West Chester, Pennsylvania. Established in 1984, our focus is the engineering and sale of products into the freight rail industry. Pennsy's products are known throughout the railroads to increase component life and improve freight car performance. The products we develop help meet the railroads continuing need to improve operational performance, increase safety, and reduce maintenance costs.

Pennsy Corp. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Pennsy Corp. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

DocuSigned by:
Manny Tavares
AD4887E6A62E41E...

Manuel Tavares
President Pennsy
cc: Parties of Record

PENNSY Corporation
515 S. Franklin Street, Ste 100
West Chester, PA 19382
(610) 692-8618 Phone (610) 692-6478 Fax

Pinnacle
RENEWABLE ENERGY

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Pinnacle Renewable Energy Inc. is a longtime partner of CN with a 10 plus year commercial relationship moving product throughout Western Canadian ports destined to overseas markets.

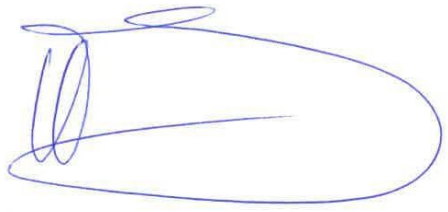
Pinnacle Renewable Energy supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS could help us to win in markets in the future and CN's strong track record of success with superior service and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful record of accomplishment of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service that will result in a faster, safer and more economical rail option to all Canadian companies. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KS should it go forward with an alternative combination.

Pinnacle Renewable Energy Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Mr. Vaughan Bassett
SR. Vice President Sales and Logistics

cc: Parties of Record

350 - 3600 Lysander Lane, Richmond, BC V7B 1C3 Canada | T. 604-270-9613 | F. 604-270-9914 | E. Vaughan.Bassett@pinnaclepellet.com

April 21st, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

PiVAL International is a full-service Supply Chain company offering Warehousing & Transportation Solutions to our customer base since 2003. Based out of Montreal Qc, PiVAL operates 5 Distribution Centers across Canada with over 1.3M square feet of capacity. Our Lachine QC and Oshawa ON are connected to CN Rail and we have been partners with CN since 2008.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Over the past 10 years, PiVAL supported the General Motors supply chain in Oshawa bringing automotive parts from Mexico by rail utilizing the KCS connection through Jackson MS. Our international customers also benefit from Intermodal advantages of shipping to Mexico with the CN / KCS connection. Over the years, PiVAL has received over 10,000 carloads over this connection supporting the North American supply chain.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Automotive parts from Mexico to Canada.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

PiVAL International is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Jon Chiniborch

Jon Chiniborch
Vice-President – Sales & Marketing
Montreal, QC, 514-918-8146

Partners **i**n **V**alue **A**dded **L**ogistics!

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Pizza Pizza Ltd. is a franchised Canadian pizza quick-service restaurant with its headquarters in Toronto, Ontario.[1] Its restaurants are mainly in the province of Ontario while others are located in Quebec, Nova Scotia, and western Canada. Franchises in western Canada are mostly run through Alberta-based subsidiary Pizza 73. It has over 500 locations, including over 150 non-traditional locations. We have a strong relationship with TransX/ CN and use their services to move our products to western Canada and into the US. As a growing company we have been very pleased with the support from TransX/ CN to get our products to our customers in a safe and timely manner.

Pizza Pizza LTD. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Pizza Pizza LTD. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Marcio Machado Controller
Commissary, Pizza Pizza Limited



500 Kipling Avenue, Toronto, Ontario, M8Z 5E5
p: 416.967.1010;234
m: 647.281.1363
mmachado@pizzapizza.ca

cc: Parties of Record

PLATINUM TRACK SERVICES INC.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Platinum Track Services is a top tier supplier of Rail Maintenance Services, along with Capacity Expansion and Logistical support services to Canadian National Railway. We have successfully been providing exemplary services to CN Rail since 2014 in our capacity of Platinum Track.

Platinum Track Services Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Platinum Track Services Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Matt Spoleti, Partner, CFO

cc: Parties of Record

Platinum Track Services Inc.
851 Haldimand Hwy 56
York, Ontario N0A 1R0
(905) 772-7272

BRANDY D. CHRISTIAN
CHIEF EXECUTIVE OFFICER

M. D. (MIKE) STOLZMAN
GENERAL MANAGER

NEW ORLEANS PUBLIC BELT RAILROAD

April 25, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Dear Ms. Brown:

The Port of New Orleans (Port NOLA) is a diverse deep-water port strategically located on the Mississippi River near the Gulf of Mexico -- with access to 30-plus major inland hubs such as Dallas, Memphis, Chicago and Canada via 14,500 miles of waterways, six Class I railroads and interstate roadways. Port NOLA works jointly with both the CN and KCS on international intermodal business moving in and out of the Port of New Orleans and the CN rail terminals in Memphis, Chicago and Toronto and the KCS rail terminal in Wylie, TX serving the Dallas-Fort Worth market. Additionally, both the CN and KCS provide rail service to the Port of New Orleans' industrial real estate tenants via the New Orleans Public Belt Railroad. New synergies would be created between Port NOLA and the combined CN-KCS railroad for markets like Kansas City and St. Louis due to enhanced intermodal networks and customer relationships.

The New Orleans Public Belt Railroad Corporation (NOPB) is a Class III switching railroad with a mission of serving the Port of New Orleans, local customers, and the New Orleans Rail Gateway. The NOPB connects six Class I railroads to each other and to properties in and near the Port complex. The NOPB interchanges with both CN and KCS on a daily basis.

Both Port NOLA and NOPB support CN's acquisition of KCS because of the strong benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for the North-South trade.

We believe that a combination of CN and KCS would have benefit our intermodal marketing efforts. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

This merger offers a unique opportunity to fuel economic growth across North America while reducing freight congestion, helping the environment, and increasing transportation efficiencies.

4822 Tchoupitoulas Street
New Orleans, LA 70115-1645
www.railnola.com

(504) 896-7410 Office
(504) 896-7419 Fax

For these reasons, Port NOLA and NOPB are voicing strong support for the combination of CN and KCS, because it will provide expanded options and drive efficiencies for customers of all sizes. Port NOLA and NOPB urge the STB to approve CN's acquisition of KCS as swiftly as possible so that these systems can be integrated and the benefits of this deal can be realized for the benefit of all stakeholders.

Sincerely,

Brandy D. Christian
Chief Executive Officer

4822 Tchoupitoulas Street
New Orleans, LA 70115-1645
www.railnola.com

(504) 896-7410 Office
(504) 896-7419 Fax

1016 Boulevard Arthur-Sauvé, Porte J
Saint-Eustache, Quebec
J7R 4K3

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Precision EFI is a manufacturing industry member which makes use of the Rail Logistics Supply chain.

Precision EFI supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a manufacturer and customer of the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Precision EFI is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Sébastien Guay
President

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: **FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company**

Dear Ms. Brown:

Precision Vehicle Holdings supports CN's acquisition of KCS because of the benefits a CN-KCS railway would bring by offering faster, safer, more direct and sustainable service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with safety and service gives us confidence that a combined CN-KCS would be best positioned to serve the Auto Industry. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option. We are hopeful about this transaction as a CN-KCS rail will be able to provide seamless transportation and service.

Precision is confident in and supports CN's proposed acquisition of KCS for all of the reasons as stated above.

Sincerely,

Bret Griffin
President and CEO

cc: Parties of Record

Premier Cooperative, Inc.
2104 W. Park Court, Champaign, Illinois 61821
Ph. (217) 355-1983 Fax (217) 599-0287

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Premier Cooperative Inc is a farmer owned cooperative providing marketing of agricultural commodities and energy products. Premier Cooperative has twenty-four facilities located in central Illinois and operates on four railroads. The CN, NS, CSXT and the UP. We operate two significant rail facilities on the CN located in Rantoul IL and Thomasboro IL. Market access is the most important part of our business that provide the best opportunities for our local producers. The CN railroad currently provides that market access and adding the KCS will greatly improve that.

Premier supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade. This merger would open new opportunities for our farmer owners to market their grain.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Premier Cooperative, Inc.
2104 W. Park Court, Champaign, Illinois 61821
Ph. (217) 355-1983 Fax (217) 599-0287

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. This merger would open new markets and improve the level of competition for rail access. We are hopeful about this transaction as being able to provide the seamless transportation and service that would otherwise not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of corn and soybeans from Illinois to additional destination markets in the US and Mexico. This would directly benefit our farmer owner customers because of the potential to improve the price they receive for their grain.
- A combined CN-KCS will improve the North American transportation network and create a true USMCA railway.
- Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.
- CN's proposal embraces the spirit of the new STB rules, including the requirement to enhance competition.

Premier Cooperative is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above.

Sincerely,

Tim Hughes
Chief Executive Officer
Premier Cooperative Inc.

Priam Logistics Inc.

Connecting the world

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Priam Logistics Inc. is a full-service freight management company. We handle shipment of all sizes to all points in Canada and the US. We current move Intermodal shipment of grain and animal feed to all points from Manitoba to multiple points in eastern Canada. We have had a very positive long-term relationship with CN.

Priam Logistics Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

There are several opportunities that are currently not logistically sound to move on a rail service. Most of this business is either not being awarded to us or it is moving over the over the road. A CN/KCS merger would allow us win more business and give us more options for rail rather that over the road.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Suite 300 – 330 St. Mary Ave. R3C 1M5 Phone: 204-819-7284 Toll Free: 1-888-200-7183

Priam Logistics Inc.

Connecting the world

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of grain and animal feed from Manitoba and Saskatchewan to Texas and Mexico
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- We also have opportunities were the cost of shipping some of our lower cost commodities to longer distances are not currently feasible. Any more cost effective and more operationally sound transportation would allow us to reach new markets.

Priam Logistics Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Troy Wasmuth
President

Priam Logistics Inc.,

Suite 300 – 330 St. Mary Ave. R3C 1M5 Phone: 204-819-7284 Toll Free: 1-888-200-7183

PRIME TIME
www.dif.ca

335 Connie Crescent
Concord, Ontario L4K 5R2
416.332.4900
416.987.9292

Cynthia T. Brown
Chief, Section of Administration, Office of Proceedings
Surface Transportation Board 395 E. Street, S.W.
Washington, DC 20423-0001

April 22, 2021

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Primetime. is looking to work with CN on several opportunities across North America. The potential of these new reaches as a result of the proposed CN-KCS network could and would create new opportunities to further allow Primetime to meet its expectations on growth projections to better serve our customers.

Primetime supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our current markets and future markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

This merger will provide seamless North South connectivity which help further integrate North American supply chains and allow Primetime to reach new points via rail that today would move OTR which aligns with the Primetime outlook on environmental sustainability.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Primetime is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Prime Time Messenger

Dan Vella
Senior Vice President

cc: Parties of Record



Pro Reefer and Mobile Truck Services
DEAL WITH THE PROS • ON-SITE 24/7

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Pro Reefer and Mobile Truck Services Inc. provides repairs and maintenance services for reefers and heaters for the CN fleet in Canada since the year 2012.

Pro Reefer Mobile and Truck Services Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Pro Reefer Mobile and Truck Services Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Tom Vandermeer
President

cc: Parties of Record

8600 Keele St. Unit #45 Concord, ON L4K 4H8 • **www.proreefer.com**
TOR: 416.705.3144 • **MTL:** 514.216.6840 • **VAN:** 778.847.3144 • **WPG:** 204.430.7800 • **REG:** 306.216.1640

Produits Forestiers Arbec Inc.
8000 boulevard Langelier, Suite 210
St-Léonard, Québec
CANADA H1P 3C6

April 23, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Mrs. Brown,

Produits Forestiers Arbec Inc. has proudly been doing business with CN Rail for many years. Both our Oriented Strand Board (OSB) mills (Shawinigan, Quebec and Miramichi, New Brunswick) originate on CN Rail, and we greatly appreciate the expertise of CN Rail agents and account managers. Their service has been essential to simplifying our goals to get product to market. We are very satisfied with the sales, service and advice we have received over the years and look forward to a successful, if not symbiotic, relationship as we move forward.

Produits Forestiers Arbec Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong accomplishments of success with superior service and safety gives us confidence that a combined CN-KCS would do well to serve our needs. Additionally, CN's successful performance history of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly integrate and collaborate with KCS.

Produits Forestiers Arbec Inc. relies on CN Rail routing to get our manufactured forest product goods to markets and locations we would otherwise be unable to reach by truck. We currently use Regular 60' Boxcars, Hi-Capacity Boxcars, AF Center beams, and Intermodal Services with CN Rail, to great success.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service that will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Produits Forestiers Arbec Inc.
8000 boulevard Langelier, Suite 210
St-Léonard, Québec
CANADA H1P 3C6

Some examples:

- The combined companies' single-owner/single-operator service would enhance our ability to be competitive in the markets in which we operate, benefitting our shipments of OSB from our Canadian mills to Southern US states and into Mexico.

- CN's proposal embraces the spirit of the new STB rules, including the requirement to enhance competition – there is no ambiguity in where we stand on this issue, which is why CN rail did not even try to benefit from the waiver.

- KCS and CN have very little overlap and several connection points, which will facilitate the combined railway to create new, and innovative transportation solutions that help *Produits Forestiers Arbec* reach new desirable markets directly and economically.

Produits Forestiers Arbec is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We look forward to mutually successful business with the combined forces of CN-KCS.

Sincerely,

Mrs. Suzanne Bellerose

Sales and Marketing Director
Produits Forestiers Arbec Inc.

cc: Parties of Record

Progress Rail
A Caterpillar Company

Re: Canadian National Railway Company and Kansas City Southern

Progress Rail, a Caterpillar Company, provides comprehensive rolling stock and infrastructure solutions to the global rail industry. Canadian National Railway Company (CN) is one of our valued customers.

I serve as the President and Chief Executive Officer at Progress Rail. Progress Rail provides locomotive, railcar and various infrastructure products to CN. This merger benefits our industry in various forms. At Progress Rail, we support the proposed combination of CN and KCS.

We do not anticipate negative impacts from a proposed merger, for now, from either our perspective as a vendor or from the perspective of a potential customer.

This merger benefits our industry in various forms. This merger appears to be a good match, as there is limited redundancy of CN's track network with KCS. This merger would help move freight from Canada to Mexico via a full-continent footprint, which helps customers avoid having to switch carriers for intercontinental shipments.

The new transportation services that a combined CN and KCS railway will bring to their customers through a more efficient and expanded footprint may stimulate growth in rail transportation and may provide increased opportunities for customers to shift additional freight to the rail system. All of these things may help support economic and employment growth in the United States and across the North American continent.

In turn, that growth could support investments in new rail capacity that benefit shippers, the public and suppliers like us alike.

We see the transaction as beneficial; we do not at this time anticipate any negative impacts. For these reasons, we hope to see these benefits come to light as soon as possible.

Sincerely,



Marty Haycraft
President & CEO
Progress Rail, A Caterpillar Company

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

ProKarma, Inc. ("PK") is a supplier of CN and provides information technology services for use in the operation of their business.

PK supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

PK is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Rupesh Manugula
Rupesh Manugula (Apr 23, 2021 16:08 EDT)

Rupesh Manugula
Vice President Enterprise Solutions

cc: Parties of Record

PROPANE LEVAC

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Propane Levac Propane Inc. is a valued CN customer, we have grown over the years and are always looking at new opportunities and have built a good reputation with a class one transport company.

Propane Levac Propane Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

In the propane industries we are in the needs of supplies relies on good service providers, and we value the opportunity to expand in new horizon such as Mexico.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Propane from Canada to South of the USA and into Mexico.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

- Having a company that as a good track record and that as proven over the years that they know how to run Trains at a cost friendly and a reliable pace.

Propane Levac Propane Inc is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Christian Levac
Vice President

cc: Parties of Record

PSA Halifax Limited Partnership
577 Marginal Road
Halifax, Nova Scotia
Canada B3H 4P6
www.psahalifax.com
www.globalpsa.com
Company Registration No: 82886 2128 RT0001

24 April 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company (CN), Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

PSA Halifax is Eastern Canada's Atlantic hub - a thriving container terminal operation in the port city of Halifax, Nova Scotia. As the first port of call on North America's east coast for ships transiting the Atlantic from Europe and South Asia, PSA Halifax offers a key gateway for United States and Canadian exporters and importers and the beginning of the line in the east for CN's railroad.

Owned by PSA International, PSA Halifax is part of a global portfolio comprising more than 60 deep-sea, rail and inland terminals, as well as affiliated businesses in distriparks, warehouses and marine services.

PSA Halifax supports CN's acquisition of KCS due to the superior benefits we believe that a CN-KCS railway would bring for our mutual customers – particularly as it is expected to offer faster, safer, cleaner and more direct service for North-South intermodal trades.

Where PSA Halifax offers its mutual customers a regular and effective daily intermodal connection to Chicago and Detroit with CN today, we believe that a combination of CN and KCS would help to reduce friction in the supply chain at critical rail interchanges points and allow us to extend the range of attractive US source and destination hubs offered to global carriers over Halifax, NS. We see improved access to key intermodal terminals and the advantage of single-line connections into important US markets as key value-add opportunities offered by the acquisition.

CN's strong track record of success with superior intermodal service and safety, gives us confidence that a combined CN-KCS would be best positioned to serve North America's east coast needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

PSA Halifax Limited Partnership
577 Marginal Road
Halifax, Nova Scotia
Canada B3H 4P6
www.psahalifax.com
www.globalpsa.com
Company Registration No: 82886 2128 RT0001

The combined company would create a network with enhanced end-to-end single-owner, single-operator service offering the potential for faster, safer and more economical rail options for our customers. We anticipate that this transaction creates a CN-KCS rail that is able to provide for efficient and seamless cross-border transportation, building on CN's vast experience of networked intermodal service coast-to-coast-to-coast across North America.

PSA Halifax is confident in and supports CN's proposed acquisition of KCS for the reasons stated above.

Yours sincerely,

p.p.

Jan van Mossevelde
Chief Executive Officer
PSA Halifax Limited Partnership

cc: Jean-Jacques Ruest, President and CEO, CN
Keith Reardon, Senior VP Consumer Product Supply Chain, CN
Lonny Kubas, Assistant VP, Supply Chain, CN
Dan Bresolin, VP, Intermodal Sales & Marketing, CN
Andy Herriott, Chief Commercial Officer, PSA Halifax

Puratos Canada

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Puratos Canada is a long standing customer of CN/TransX services.

Puratos Canada supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Puratos Canada is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Devin Colston

Devin Colston | Supply Chain Manager

QSL AMERICA

TAILOR-MADE SUCCESS

April 25, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

QSL America Inc is the parent company of numerous multimodal terminals in the United States with the largest being in Chicago and operating under North America Stevedoring Co. (NASCO). Since 2010, we have worked with CN on creating a transloading facility to assist in the movement of many commodities for North America and the United States for distribution into the Midwest and then throughout the country. In 2020, we handled over 10,000 rail cars transitioning to or from rail cars to other modes of transportation such as inland barge, truck or reload back to rail.

QSL America, Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

QSL America, Inc recently opened operations in the Gulf with 3 locations in Housto, TX and one in New Orleans, LA, all of whom are serviced by rail. We can easily see how our existing relationship and mutual customer base could allow us to recreate a similar multimodal facility in the south to compare to the NASCO location in Chicago but now include Mexico in addition to Canada for a truly North America multimodal transportation system for the benefit of all the rail carriers and the movement of commerce within the country.

The combined company of CN-KCS would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Sincerely,

Stephen H. Mosher
Executive Vice President
3600 E. 95th Street
Chicago, IL 60617



P.O. Box 128
Madison, IL 62060
888-875-7235 phone
618-876-3042 fax

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, D.C. 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control---Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Quality Rail Service Inc has been a supplier/contractor for CN for the past 25 years. In the beginning, QRS did derailment site cleanup, then expanding into not just derailment site cleanup, but also now doing locomotive repair and rebuilds, locomotive truck rebuilds, load adjust transfer work as well as environmental restoration.

Quality Rail Service Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for the North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Quality Rail Service Inc is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21" century railway come to life.

Sincerely,

Kevin L. Turley

Kevin L Turley, President and CEO

Quality Railway Services

Quality Railway Services Ltd
319, Slate Avenue
Stony Plain, Alberta T7Z 2Y2
780-968-7168

April 21, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Quality Railway Services Ltd (QRS) is a vendor for Canadian National Railway (CN). QRS has been providing track maintenance and construction services to CN since 2015. CN is one of the best-managed clients and has Values and Principles that always enable others to thrive around them. North American economy thrives because of CN 's services to the North American Farmers and Industry.

Quality Railway Services Ltd. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

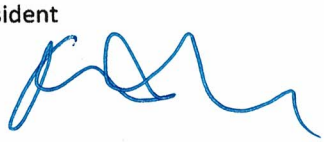
We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Quality Railway Services Ltd. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,
Anthony Boyko
President



cc: Parties of Record

RJ Corman
Railroad Group
A Limited Liability Holding Company
101 RJ Corman Drive • PO Box 788 • Nicholasville, KY 40340-0788
(859) 881-7521 • Fax: (859) 885-7804 • www.rjcorman.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

R. J. Corman Railroad Group has been a supplier for Canadian National for over 20 years. Some of the notable services that we provide CN include derailment services, storm response, railroad construction services and signaling work. R. J. Corman supports CN's acquisition of KCS because a CN-KCS railway would offer faster, safer, cleaner, and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy. We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS. We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

R. J. Corman Railroad Group is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Edward Quinn
President & CEO

cc: Parties of Record

Ragasa.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Ragasa Industrias is a family-owned company with more than 100 years of experience in the oilseeds industry. Founded in 1917 by Raúl García as a crushing company, today Ragasa has the largest crushing soy facility in North America and is one of the primary importers of U.S. soybeans in Mexico, accounting for more than 95% of the soybeans we crush. Given the location of our plant in the Northern part of Mexico, the railway has become the best medium through which we transport our soybeans from our suppliers. Obtaining the most time efficient method of transportation is of the utmost important for us as our company and our customers are an important link in the country's agro-industrial chain. Ragasa not only transforms the products of the field for livestock consumption, but it also transforms them into products for the end-consumer through Nutrioli, the number one cooking oil brand in the Mexican market.

Ragasa Industrias supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Current transit times in the last months have been extremely slow and are continuously jeopardizing our complete supply chain. From a lack of cars being assigned to our suppliers to delayed shipments that are halting our operations and those of our clients, we are in great need of an improved service. The CN-KCS network combination would thus provide a new service offering that will not only improve transit times and reliability, but will also reduce our equipment costs and upgrade our overall efficiency.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of soybeans and canola from the United States and Canada to Mexico.

Ragasa.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Access to grain elevators found in Canada and other parts of the United States that we have not been able to reach with the current railroad system.
- Diversification of our current product portfolio, as our current focus is on soybeans but would like to expand our sourcing options into the canola market.
- Establishing a one, combined railroad network would expedite and facilitate every point of our supply chain, allowing each and every single party involved in the operation to serve each other better.

For these reasons, Ragasa Industrias is a strong supporter for the combination of CN and KCS, as it will provide expanded options, and drive efficiencies for all of the involved parties. Ragasa Industrias approves CN's acquisition of KCS, as their integrated system will provide end-to-end benefits for all of the stakeholders.

Best Regards,

Francisco Belden

Commodities Procurement and Sales Director
Ragas Industrias



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

My name is Randy Bennett, COO of Rail Logix Holdings, LLC headquartered in Houston, Texas. Rail Logix is a privately-owned rail yard operator specializing in storage, handling and switching of railcars for users in the petrochemical, energy, agricultural and logistic industries. Rail Logix combines world-class railcar handling, switching and staging services with augmented services such as railcar cleaning maintenance, and transloading. Designed for maximum efficiency, the Rail Logix's rail yards provide reliable, on-demand release of its users railcars to interchange with Class 1 carriers in a safe and economical manner.

Strategically located in both Texas and Louisiana, Rail Logix is poised to become the premier provider of railcar storage and handling solutions in the Gulf Coast region and beyond. With exciting new opportunities on the horizon, Rail Logix looks to continue its tradition of service excellence and commitment to safety while surpassing expectations as a conscientious and responsible neighbor in the communities in service.

CN's acquisition of KCS will allow our partnership to offer an enhanced service to our customers and would expedite the development of rail served sites throughout our network or properties. While KCS and CN work together to provide joint routes which remain among the transportation options as separate companies they have not been able to offer the kind of seamless service that would benefit our rail served

facilities including future sites and the KCS-CN merger will further enhance our reach. While there is some overlap in the networks, the overlap between CN and KCS networks is very limited and additional connection points will facilitate the combined railway to create new innovative transportation solutions and competitive lanes. The CN-KCS merger will provide shorter distances on many key routes for our growing industries and local economy.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that is not currently available.

For the reasons stated above, Rail Logix is expressing our support for the combination of CN and KCS as it will enhance overall competition through the multiple connection points creating more, faster transportation lanes through the US Heartland. A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway with the most efficient lanes through the heartland of the US.

Rail Logix is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Randy Bennett

Chief Operating Officer

Rail Logix Holdings, LLC
Rail Logix, LP
Rail Logix Ameriport, LLC
Rail Logix Alamo Junction, LLC
Rail Logix Lacassine, LLC
Rail Logix Dayton, LLC

cc: Party of Record

RAY-MONT LOGISTICS

Thursday April 22nd, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Ray-Mont Logistics is an industry leader offering Integrated Supply Chain Solutions within North America for nearly 30 years. Deeply rooted in the company's growth over these years, has been a long-standing, agile, and mutually beneficial partnership with CN Rail since the company's inception in 1992. Ray-Mont Logistics currently operate three transloading facilities in Canada, strategically located in Vancouver, BC; Prince Rupert, BC; & Montreal, QC, all of which are rail served by CN daily. In addition, Ray-Mont Logistics recently announced the establishment of a Logistics Park, located in Mobile, AL in partnership with CN Rail, and Alabama Export Rail which is scheduled to open in 2022. Throughout the duration of its history together, Ray-Mont and CN have developed a constructive, positive, and innovative partnership, to better serve our mutual customers. By combining first class rail service of CN, the aforementioned transloading facilities within North America, and Ray-Mont's International Logistics Divisions, together CN and Ray-Mont have collaborated to provide cost effective, efficient, and integrated logistics solutions, to enhance the container supply chain in North America, for various industry sectors, such as Grain, Plastic Products, and Forest Products.

At Ray-Mont Logistics, it is our mission to facilitate international trade by enhancing the container supply chain, and it is only through the dynamic partnership with CN, that this mission was achieved in previous years. With this in mind, Ray-Mont Logistics supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring to the supply chain within North America, by offering faster, safer, cleaner, and a more direct service for North-South trade.

In addition, we believe that a combination of CN and KCS would help Ray-Mont Logistics to succeed within our markets. CN's superior service, carload and intermodal, superior safety, gives us confidence that a combined CN-KCS would be best positioned to serve our needs, particularly with Ray-Mont's upcoming United States expansion of transloading facilities scheduled in the upcoming years. Furthermore, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS to enhance their existing network.

RAY-MONT LOGISTICS

Ray-Mont Logistics is interconnected with the railroad industry throughout North America, which not only act as its foundation, but also, it's platform for future growth. In addition to the CN served facilities in Canada noted previously, Ray-Mont Logistics has a transloading facility located in Seattle, WA serviced by BNSF, a Charleston transloading facility set to open in June 2021 serviced by Palmetto Railroad, with dual access to CSX and Norfolk Southern, and is a large customer of both CN and CP Rail via their respective Intermodal networks within Canada. Annually within North America, Ray-Mont Logistics will receive in excess of 30,000 rail cars per year, plus an additional 20,000 intermodals per year, as a receiver, for transloading into ocean containers for international export.

As such, the combined company of CN and KCS would create a network with enhanced end-to-end single-owner, single-operator service, which will result in a faster, safer and more economical rail option for us. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, easier access of agricultural products in Kansas City area to our transload facilities throughout North America, to capitalize on Ray-Mont Logistics strategically located facilities coast to coast.

- Direct access to plastic producers in the Gulf Region, currently served by KCS. Ray-Mont Logistics currently offers cost competitive PE and PVC packaging opportunities in Prince Rupert, BC which is exclusively served by CN and Mobile, AL facility scheduled to open in 2022.

- CN's significant experience providing seamless intermodal service throughout their network and across border, critical to the growth of specialized grain producers, with no current rail access.

- Ability to access new exit ports, in the event of supply chain disruptions, with direct rail access on CN's proven intermodal service.

Ray-Mont Logistics is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Charles Raymond
President

cc: Parties of Record

Red Leaf Pulp

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re:FD 36514, CN-KCS Proposed Combination

Dear Ms. Brown:

My name is Joe Hinz and my business address is 205 – 2100 Airport Drive, Saskatoon, SK. I am the Director of Project Development for Red Leaf Pulp (RLP). In my role, I am responsible for determining the locations of RLP capital projects and development of reliable supply chains.

Red Leaf Pulp is developing the first non-wood pulp mill in Canada, producing a unique unbleached product demanded by the US$250 Billion paper and packaging market. The combination of CN/KCS will allow Red Leaf Pulp to maximize shipping efficiencies and customer service to pulp agents and buyers in central United States and overseas markets.

Red Leaf Pulp supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS. Red Leaf Pulp has not often spoken favorably about railroad consolidation due to reduced competition, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

We will ship market pulp from our CN-served facilities in Saskatchewan and other potential locations in western Canada and mid western United States to our customers in the Central, South Central and export markets.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this

Red Leaf Pulp

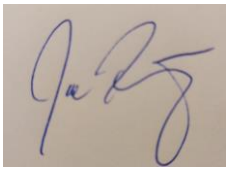
transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

We are very excited about the transaction because it will allow a combined CNKC to provide new, more efficient and reliable rail service options. For example,

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of pulp from Western Canada to South Central United States and export markets.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- CNKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. There are usually delays in shipping and customer service levels when shipments rely on regional service providers. This combination will streamline the above which will result in improved efficiency and greater customer satisfaction levels.

Red Leaf Pulp is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Joe Hinz

Red Leaf Pulp

cc: All Parties of Record.

April 21, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: **FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company**

Dear Ms. Brown:

Reefer Sales & Service is a key supplier and servicer of refrigerated transportation equipment for CN Rail, having worked with the Company for several years.

Reefer Sales & Service supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in the rail network which will be both beneficial to us as well as the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Reefer Sales & Service is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Steven Henwood, Vice President
Reefer Sales & Service (Toronto) Incorporated

Reliance Carriers Inc

2810 Argentia Road Unit#8&9
Mississauga, ON, L5N 8L2
Ph 905 670 9977, Fax 905 670 9922
www.reliancecarriers.com
sonia@reliancecarriers.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S. W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company.

Dear Ms. Brown:

RELIANCE CARRIERS INC. is a 3PL agent, primarily servicing our LTL customers based to and from Western Canada. CN's current market reach is limited in helping us penetrate new markets such as Texas where we plan to expand soon.

RELIANCE CARRIERS INC. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Currently, RELIANCE CARRIERS INC. is only using CN as their intermodal carrier and planning to expand import, export by using Ocean shipments.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless

Reliance Carriers Inc

2810 Argentia Road Unit#8&9
Mississauga, ON, L5N 8L2
Ph 905 670 9977, Fax 905 670 9922
www.reliancecarriers.com
sonia@reliancecarriers.com

transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

- Additional benefits:

  - ✓ Potential business growth
  - ✓ Enhancing import and export
  - ✓ Capable of hauling large loads
  - ✓ Increased customer base
  - ✓ Enhanced flow of goods cross borders

RELIANCE CARRIERS INC. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Sonia Aulakh
Operations Manager
Reliance Carriers Inc.

REMPREX
630.910.0600
4343 COMMERCE COURT, SUITE 300
LISLE, IL 60532
www.remprex.com

April 22, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

REMPREX, LLC is a leading provider of technology and services to the North American railway industry. We partner with all of the Class I railroads to provide Intermodal and Automotive gate systems and remote support. We also operate several Intermodal terminals across the United States.

REMPREX, LLC supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

REMPREX, LLC is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Remy Diebes
President & CEO
REMPREX, LLC

cc: Parties of Record

REVEL
MIDSTREAM SERVICES

April 23, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

RE: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

We at Revel Midstream Services are in full support of the above bid by CN to acquire the businesses of KCS. We believe the merger will enhance competition and hopefully a combined entity would provide better service.

Yours Truly,

Steve Beckman
President
Revel Midstream Services Inc.

RICHARDSON

April 22, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

I am Vice-President, Transportation for Richardson International Limited ("Richardson"), Canada's leading agribusiness. Richardson was established in 1857, making it one of Canada's oldest companies. It continues to be privately-owned by the Richardson family, with its headquarters situated in Winnipeg, Manitoba.

Richardson is a vertically-integrated agribusiness, involved in the purchasing, handling, processing and export of North American grains and oilseeds. It owns and operates a network of grain terminals and crop input locations situated throughout Western Canada, along with port terminals in Vancouver and Prince Rupert (British Columbia), Thunder Bay and Hamilton (Ontario) and Sorel (Quebec).

Richardson canola processing plants are located in Yorkton (Saskatchewan) and Lethbridge (Alberta), with packaging operations in Lethbridge, Oakville (Ontario) and Memphis (Tennessee). In 2013, Richardson expanded its processing business to include oat milling and currently operates mills in Portage la Prairie (Manitoba), Martensville (Saskatchewan), Barrhead (Alberta), South Sioux City (Nebraska) and Bedford (United Kingdom).

Transportation logistics play a critical role in Richardson's operations and involve a number of transportation means including truck, rail and marine (barge, lakers and ocean freight). Approximately 50% of Richardson's facilities are served by CN. As a result, Richardson relies heavily on CN's service in order to achieve its business objectives. Quite simply put, if CN fails to provide adequate rail service, then Richardson's business will certainly fail.

When considering the proposed CN/KCS combination, Richardson sees the potential of resulting improved rail service. In particular, CN's ability to directly ship railcars from Richardson facilities in Canada to a wider number of destinations in the United States, including destinations significantly closer to Richardson's Memphis plant, offers obvious opportunities. Similarly, the ability for CN to move unit trains directly to Richardson customers situated in Mexico provides shipping opportunities that are currently limited. The growing opportunities for cross-border North American trade under the USMCA are more likely to be achieved with an efficient cross-border rail carrier such as the one that would result from the CN/KCS

RICHARDSON

combination. Furthermore, we fail to see any prejudice that would result from the proposed combination.

For these reasons, Richardson supports the combination of CN and KCS and requests the Surface Transportation Board to grant its approval. We would be pleased to provide any further information that you may require for that purpose.

Yours truly,



Robert Bielik,
Vice-President, Transportation

Email: robert.bielik@richardson.ca
Direct Phone: 204.934.5498

RISE KOMBUCHA

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

RISE KOMBUCHA works with TransX for now more than 5 years. TransX is our main carrier for loads being shipped in Western Canada (rail or route in MB, SK, AB and BC).

RISE KOMBUCHA supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The use of additional rails and routes either in Canada or USA would help Rise Kombucha's growth and would help develop our business in new provinces or states.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

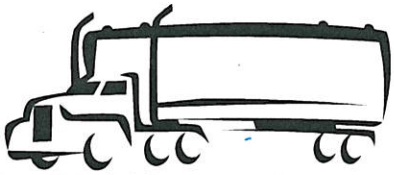
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of LTL or FL from Montreal (CA) to the above-mentioned provinces.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

RISE KOMBUCHA is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

RISE KOMBUCHA
WILFRIED PEYREL – Supply Chain Director
Wilfried Peyrel

cc: Parties of Record



Rite-Way Truck & Trailer, LLC / Square Deal Truck & Trailer Service, Inc.
24453 Mound Road, Warren, MI 48091
(586) 755-3120 Phone: (586) 755 -9157 Fax

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Rite-Way Truck & Trailer, LLC provides repair services and parts to CN, when needed.

Rite-Way Truck & Trailer, LLC supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.
CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Rite-Way Truck & Trailer, LLC is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Ted Soboleski
Director of Sales

TS:da

cc: Parties of Record

ROBINSON
BIOPRODUCTS INC

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Robinson Bloproducts has a close working relationship with TransX handleing a large portion of a intramodal and rail loads across Canada.

Robinson Bioproducts supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We use rail and intramodal transportation frequently across Canada.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

P.O. BOX 1666 #101 – 45 NORTH RAILWAY ST., OKOTOKS, ALBERTA, CANADA T1S 1B5

TEL: (403) 938-0556 FAX: (403) 938-0022 ORDER DESK: 1-888-968-0556 WWW.ROBINSONBIOPRODUCTS.COM

ROBINSON

BIOPRODUCTS INC

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Porcine Plasma from Vercheres to Calgary.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

P.O. BOX 1666 #101 – 45 NORTH RAILWAY ST., OKOTOKS, ALBERTA, CANADA T1S 1B5

TEL: (403) 938-0556 FAX: (403) 938-0022 ORDER DESK: 1-888-968-0556 WWW.ROBINSONBIOPRODUCTS.COM

ROBINSON
BIOPRODUCTS INC

Robinson Bioproducts is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Dustin Robinson
Purchasing manager

cc: Parties of Record

P.O. BOX 1666 #101 – 45 NORTH RAILWAY ST., OKOTOKS, ALBERTA, CANADA T1S 1B5

TEL: (403) 938-0556 FAX: (403) 938-0022 ORDER DESK: 1-888-968-0556 WWW.ROBINSONBIOPRODUCTS.COM

CHISHOLM

INTERNATIONAL FOOD MERCHANTS SINCE 1938

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Ronald A. Chisholm Limited has been in a business relationship with TransX/CN rail for 25 years +++.

Ronald A. Chisholm Limited supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Our company deals mainly with Refrigerated cargo/food commodities and look forward to added options with this merger that will see us gain competitive advantages in shipping rail versus road.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

> Ronald A. Chisholm Limited is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Gavin Hoey

Gavin Hoey
Operations Manager, North American Meat Trade Division
Ronald A. Chisholm Limited

RONSCO
75 Rue Industrielle, Coteau-du-lac, Québec, J0P 1B0
Tel : 514-866-1033; Fax : 514-866-8421

April 23rd, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

I am the Executive V.P & Chief Operating Officer at Ronsco where my duties include all sales, marketing, and operations oversight. Ronsco has been supplying critical parts and services to the North American rail industry for over 50 years and CN is one of our customers. Ronsco supports a proposed combination of CN and KCS.

From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network. The investment and growth will create new business opportunities for Ronsco with CN, but also critically provides access to new markets. The integrated CN/KC network provides Ronsco with a direct and efficient transport link into the Southern US and Mexican markets for the shipment of our products. We will have access to new and existing customers and markets that can only occur with the efficiency achieved with a combined CN and KCS.

CN's proven safety record, successful history of acquisitions and continual investments in upgrading facilities and capacity to serve customers will stimulate growth in rail transportation. This will provide new competitive options that support growth within a merged company and will shift freight from trucks on the highways to the rail system. All these initiatives will help support economic and employment growth in the United States and across North America under the USMCA trade agreement.

In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like Ronsco.

We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close.

Ronsco is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons stated above.

Sincerely,

Kent Montgomery

Kent Montgomery
Executive V.P & C.O.O.
Ronsco Inc.
75 Rue Industrielle
Coteau De Lac, Quebec
J0P 1B0

686335 Highway #2, Princeton, Ontario, Canada
N0J1V0
1-888-997-0993
scott@roslin.ca

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Roslin Enterprises Inc. is shipping tank cars of renewable fuels feedstock from Ontario, Canada to Norco, Louisiana for the Renewable Fuel Industry. In the Renewable Fuel Industry the refining capacity is located in the Southern United States. Being a business based in Canada having the ability to ship product direct to the southern states is very positive for the future growth of our business.

Roslin Enterprises Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Roslin Enterprises currently ships a large percentage of its feedstock by truck. This merger would help us transition our business to larger portion of rail service. This will allow us to access markets in a direct and cost competitive manner. Renewable diesel and biodiesel manufacturing is expanding in the Southern United States. These manufacturers are un-reachable by truck transportation from Canada. Minimizing our carbon footprint is a core value for Roslin Enterprises. By shifting more of our volume to rail we will be minimizing that carbon footprint and contributing to the global reduction of CO2. Allowing us to access the growing markets in the southern United States.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

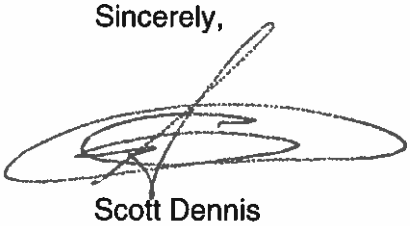
For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Fats and Oils from Ontario, Canada to Norco, Louisiana

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Roslin Enterprises Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Scott Dennis
President

cc: Parties of Record

ROYAL CANADIAN STEEL INC.

April 22,2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

ROYAL CANADIAN STEEL deals with the CN Rail for our transportation & customs clearance needs and is very dependent and extremely satisfied with the timely service.
ROYAL CANADIAN STEEL supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We are an Importer of Aluminum & Steel and can certainly explore the markets if the CN acquisition of the KCS rail goes through.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of various client commodities from Mexico to Canada.

70 Titan Road, Brampton, Ontario, Canada L6T 4A3
Tel: (905) 454-RCSI (7274) Fax: (905) 454-7220 / (905) 454-2786
Website: www.royalcanadiansteel.com

CN's significant experience providing seamless intermodal service throughout their network and across borders.

CN invests in technology and is prepared to extend our recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

The combination with Brooklyn would add another line to the [Manhattan network] between Detroit and Kansas City, a speedway creating a faster, safer and more economical rail option for shippers who currently rely on trucks.
Manhattan and Brooklyn would form an organization that is stronger than the standalone Brooklyn and one that has an uncompromising commitment to safety.
Manhattan currently has the densest track detector network in the U.S., enabling it to detect faults in its trackage and respond to them quickly; and monitoring technology for boxcars to provide in-the-moment notification of issues needing attention.
Manhattan's safety culture, superior technology and operating experience would ensure safe operations across Canada, the U.S. and Mexico.

ROYAL CANADIAN STEEL is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Karim Jessani
Vice President

Cc : Parties of Record

RUETGERS Polymers Ltd.
120 boul. de l'Industrie, Candiac (Québec) CANADA J5R 1J2
Phone: + 1 450.659.9693
Fax: + 1 450.659.0523

April 23, 2021

Ms. Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries-Control-Kansas City Southern the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Rütgers Polymers Ltd. is located in Candiac, Qc, and is part of the chemical manufacturing industry. Over the years, CN has become one of our main partners in transportation in order for us to grow our business in the Southern US market, as well as into Mexico.

Rütgers Polymers Ltd. supports CN's acquisition of KCS because of the superior benefits a CN—KCS railway would bring by offering us faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Rütgers Polymers ships daily by rail to multiple destinations all over North America. We are considering shipping more than 42,000 MT by rail to USA and Mexico on an annual basis.

1...

The combined company would create network with enhanced end-to-end single owner, single-operator service which will result in a faster, safer, and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Key benefits include:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments between Canada and Mexico.

- Together, CN and KCS would have a robust network of end-to-end single owner, single operator services from Mexico to Canada – more than any other Class 1 railroad – with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.

- A combined CN-CKS will improve the North American Transportation Network and create a true USMCA railway. Compared to other transportation modes, rail is the most fuel-efficient method of moving freight over land. CN can help customers reduce GHG emissions by leveraging rail for the long haul and trucking over shorter distances.

- CN invests in technology and is prepared to extend their recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

Rütgers Polymers Ltd. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Horatiu Piricsi, P Eng.
Director Procurement, Outbound Logistics & Distribution

cc: Anthony Lippl, President

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Sabretooth Global Logistics is a customer of CN and TransX, shipping intermodal across Canada currently. Overall, we are very satisfied with the level of service that we've received and we have maintained an excellent relationship over the years.

Sabretooth Global supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Currently, Sabretooth Global is shipping across Canada as well as the US and with the CN/KCS combination, this will help us to tap into further markets in Mexico.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service, which will result in a faster, safer and a more economical rail option for us in many shorter distances key routes where we currently rely on trucks. We are hopeful of this transaction as a CN-KCS rail will be able to provide the seamless transportation and service which would not be available if KCS should move forward with an alternative combination.

Sabretooth Global is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Ryan Cosley, President
Sabretooth Global Logistics

CHEMIN DE FER SARTIGAN RAILWAY

Vallée-Jonction, Wednesday, April 21st, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Sartigan Railway is a short line railway operating in the greater Quebec City area. Our railway interchanges with CN at Joffre Yard in Charny, Quebec. CN is our most important business partner and they have supported the startup and continued expansion of our service since we began operations in 2013.

Sartigan Railway supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Presently our railway ships carloads of lumber weekly via the CN/KCS route to Mexico which is the destination for more than 90% of the lumber originated on our line.

We are partnering with a new transload operator, LogiBel Inc., to diversify our customer base. Part of the new terminal will be used for the unloading of plastic pellet feedstock for multiple manufacturers in our region. Almost all of the suppliers are on the Gulf

399, Rue Jean-Marie Rousseau, Vallée-Jonction, Québec, G0S 3J0
Courriel : info.beaucerail@globetrotter.net
www.beaucerail.ca
Téléphone : 418-209-5848

Coast and many are served by KCS. Needless to say that a CN/KCS combination would make pricing, billing and logistics simpler for all parties involved.

As our company restores sections of dormant railway to operation, many opportunities of transportation between Canada, the USA and Mexico will develop. To have a one stop shop for transportation to Mexico will encourage our local manufacturers to explore business opportunities which might otherwise have been an intimidating process.

In collaboration with LogiBel Inc and CN, we are planning a satellite intermodal terminal to the Laurentia Container Port project. We will load domestic container loads as well as maritime onto intermodal trains which will be integrated into CN trains in Quebec City or Montreal. With a CN/KCS merger, CN will be able to operate intermodal trains directly into Mexico. For a region as dependent on manufacturing as Southern Quebec, this is a dream proposal of door to door logistics for local suppliers of parts for Mexican auto makers, for our local meat packing plants, and new production facilities of fertilizer and magnesium to be located on our railway.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Sartigan Railway is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Stephan Vachon
VP - General Manager

cc: Parties of Record

399, Rue Jean-Marie Rousseau, Vallée-Jonction, Québec, G0S 3J0
Courriel : info.beaucerail@globetrotter.net
www.beaucerail.ca
Téléphone : 418-209-5848

SOCIÉTÉ DU CHEMIN DE FER
DE LA GASPÉSIE

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

La Société du Chemin de Fer de la Gaspésie (SCFG) works closely with CN to develop markets and ship rail traffic to/from the Eastern Canada. SCFG network runs on over 200 miles of tracks and two transload facilities. Main commodities handled include forest products, cement, and wind blades.

SCFG supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our customers' markets. CN's strong track record of success with superior service and safety gives us confidence that a combined CN-KCS would be well positioned to serve our customers' needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for our customers. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to offer new markets to our customers with faster transit times not having to transit via Chicago.

- Customers of both companies would benefit from faster, safer, more direct and more efficient service for North-South trade. Reducing our customer's and our equipment costs.

- Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

- The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will a more economical rail option for us where our customers currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service to access new markets that is not currently available.

For the reasons stated above, La Société du Chemin de Fer de la Gaspésie is expressing our support for the combination of CN and KCS as it will enhance overall competition through the multiple connection points creating more faster transportation lanes through the heartland into Canada. A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway with the most efficient lanes through the heartland of the US.

SCFG Railways is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above.

Sincerely,

Luc Levesque
Directeur general
418-392-5746
Luc.levesque@scfgaspesie.com

cc: Parties of Record

SEA-SKY SHIPPING (NORTH AMERICA) COMPANY LTD.

8036 WINSTON ST, BURNABY, BC V5A 2H5, CANADA
TEL: 604-431-8878 FAX: 604-431-8879 EMAIL: info.na@seasky-shipping.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Sea-Sky Shipping (North America) Company Ltd. set up the long-term cooperation with CN from 2020. CN had helped us to ship a lot of SOC containers to from Vancouver to Toronto and from Canada to U.S. I think we have more cooperation with CN in the near future.

Sea-Sky Shipping (North America) Company Ltd. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

I think our company will need the services of CN/KCS with our business developments. Actually, we are cooperated with a lot of freight forwarders to expand our business all over the U.S. And I believe CN/KCS will help us a lot for our business.

The combined company would create network with enhanced end-to-end single-owner, single-operator servicewhich will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes.We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of SOC containers from Canada to U.S.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- It will offer the chance for us to find more import services from U.S. to Canada with this service network.

Sea-Sky Shipping (North America) Company Ltd. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Executive Deputy President
Sea-Sky Shipping (North America) Company Ltd.

cc: Parties of Record

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SECURE ENERGY

Brookfield Place
2300, 225 – 6th Ave SW
Calgary, AB T2P 1N2

April 22, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

SECURE Energy Services Inc. has a long standing positive working relationship with Canadian National Railway Company. SECURE Energy Services Inc. has rail terminals in Alberta, Saskatchewan and New Brunswick that all connect into CN Rail.

SECURE Energy Services Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more efficient direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

SECURE Energy Services Inc. has ten Pipeline Connected Terminals, two Major Feeder Pipelines, four Crude by RailTerminals, forty one Waste Handling Facilities which could benefit for transportation and the use of CN/KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

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SECURE ENERGY

Brookfield Place
2300, 225 – 6th Ave SW
Calgary, AB T2P 1N2

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of crude oil and natural gas between our rail terminals in High Prairie, AB, Rycroft, AB, Manville, AB, Kindersley, SK, and Belledune, NB.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

We believe that a combination of CN and KCS will allow companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.

SECURE Energy Services Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

SECURE ENERGY SERVICES INC.

DocuSigned by:
Ryan Sully
BFD2DBD1D88A43B...
Ryan Sully
Vice President, Commercial Development & Transportation

cc: Jason Valliere, Director of Marketing, Petroleum & Chemicals - CN

SEDNOVE

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Sednove is a web application development company. We have developed the "The CN Employees' and Pensioners' Community Fund" which we have continued to support for almost 10 years. Since then, CN's contributions have increased from $ 1 million to $ 2.6 million. The generosity of CN employees and retirees, and the diligence of its many volunteers over the years, the Fund is one of the largest and most successful of its kind in Canada.

Sednove supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Sednove is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Pierre Laplante CTO of Sednove

Chantal Bilodeau CEO of Sednove

cc: Parties of Record

SEGACARRIERS

Monterrey, N.L., Mexico
April 21st 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

SEGA Carriers is a logistics partner for CN that gives first and last mile truck services in Mexico for the last 7 years.

SEGA Carriers strongly supports CN's acquisition of KCS because of the many superior benefits a CN-KCS railway would bring to North America by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to increase our markets. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

These are some benefits we see on the CN-KCS service:

- The combined company will help local business development and regional economies growth that will create more high paying jobs. Will also generate direct and indirect new jobs.
- CN's significant experience providing seamless intermodal and railcar services throughout their network and across borders will positively evolve the transportation industry.
- Cleaner transportation options for our environment, rail is the most fuel-efficient method of moving freight over land. As longer the distance moves by rail, bigger the environment benefit is.
- Rail investment generates collaboration and business development opportunities for companies like us that look for continues improvements in our service.

SEGA Carriers is confident in and strongly supports CN's proposed acquisition of KCS for all reasons mentioned previously. We hope to see the premier 21st century railway come to life very soon.

Sincerely,

Sergio E. Treviño
CEO

cc: Parties of Record

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SERAFINA
ENERGY LTD.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

CC: All Parties of Record

Dear Ms. Brown:

Serafina Energy Ltd. ("Serafina") is a Canadian energy producer with operations in Saskatchewan producing a non-dangerous or non-regulated good for the purposes of the Department of Transportation shipping classification. Serafina's product is highly sought after by a number of large oil refineries located on the USGC, most of which have direct connections to rail facilities served by CN and KCS. Further to this, Serafina's rail loading facility was strategically placed on a CN served rail line following an in-depth analysis of Canadian National's ("CN") capabilities to effectively and efficiently deliver our product to the USGC in comparison to Canadian Pacific. Serafina has been shipping our product with CN and in most cases on to KCS for the past 5 years and has been highly satisfied with CN and KCS's level of service. We are also particularly pleased with CN's commitment to ESG in every facet of their business which is important to Serafina when evaluating long-term partnerships.

Serafina supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade within the context of our business relationships with southern US customers.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

As mentioned, Serafina's product is an optimal feedstock for US refineries which is due to the fact that transportation by rail allows for our product to be shipped "neat" or without any requirement of a diluent additive, which is otherwise required of our product when being shipped via Serafina's alternative pipeline transportation option. Receiving a "neat" product allows our customers to

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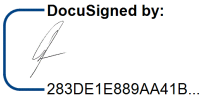
optimize their feedstock slate and reduce waste within their refining process. As is the case with the majority of Serafina's target customers having connectivity to KCS served rail off-load facilities and CN provides Serafina with the best connectivity options to switch on to KCS rail lines.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which Serafina believes will result in a faster, safer, cleaner and more economical transportation solution for Serafina and our customers. We are hopeful about this transaction as a CN-KCS integrated rail line will provide the seamless transportation and service that would not be available to us through KCS should it go forward with an alternative combination.

Serafina is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see this premier 21st century railway come to life.

Sincerely,

DocuSigned by:



283DE1E889AA41B...

John Lang-Hodge
President and CFO

Services **NOLITREX** Inc.

Jonquiere, April 25, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Services Nolitrex inc is an integrated rail trans loader that has a business partnership with CN for over forty years. CN and Services Nolitrex inc are achieving high quality rail services putting safety first, for its employees, clients and the population in general.

Services Nolitrex inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Services Nolitrex inc is currently experiencing delays in transit time for its Canada-USA-Mexico due to inter line to different rail companies. The merger of KCS with CN will enable us to upgrade our transit time from our facilities to our customer production plant in the US and Mexico.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of primary metals from Rio Tinto , Jonquiere, QC to Brenntag , Houston TX.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Services Nolitrex inc is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Christian Ricard
President

Services **NOLITREX** Inc.
3462, rue de l'Énergie
Jonquière (QC) G7X 9H3
www.nolitrex.com

cc: Parties of Record

SB SHARP BASE COLD STORAGE

SHARP BASE SHIPPING AND TRANSPORT (CANADA) LTD.

Office :
1/F 3456, Bridgeway Street, Vancouver
British Columbia, Canada V5K 1B6
Phn: (604) 689 8238 Fax : (604) 689 3111

Warehouse & Cold Storage –Customs Bonded
2/F, 3456 Bridgeway Street,
Vancouver, B.C. Canada V5K 1B6
Phn : (604)298 6969 Fax : (604) 298 8566

Web Site : www.sharpbase.com

Date : April 21 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Sharp Base Cold Storage is in the cold storage, transportation and freight forwarding business since 1979 and we worked with CN in shipping our shipments especially the fresh and frozen products from West Coast to East Coast for many years (over 10 years) . In those years, CN built a lots of new refrigerated equipment and this helped us to distribute the products for the supply chains in a most accuracy and efficiency way with their online tracking system and this created much more confidence by using their services .

We heard CN will merge services with KCS and that certainly helps to grow the economy in between Canada and USA and this will help us to use their Atlantic services to ship our Maple Logs rather than using trucks from Halifax, NS to Chicago / Gulf area and this can reduce the carbon dioxide pollution in air and helps our good environment

Sharp Base Cold Storage supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong

track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Maple logs from Montreal to Gulf Areas which we will truck from NS to Montreal for shipping in CN services
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Sharp Base Cold Storage is 100% confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Ron Law- President
Sharp Base Cold Storage
Sharp Base Shipping And Transport (Canada) Ltd.

April 23, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E Street, S.W.
Washington, D.C. 20423-0001

Dear Ms. Brown, Re: FD 36514, CN Rail / Kansas City Southern Railway Co.

The Shipping Federation of Canada, established in 1903, is a national trade association representing the the owners, operators and agents of ocean-going vessels trading between North American and overseas ports. We are writing on behalf of our members whose international cargo ships call at United States ports on the west, east and/or Gulf coasts. Those member companies include container, breakbulk and bulk carriers, many providing door to door service to their clients, utilizing truck and rail service for the inland portion of the cargo transport. Our members support the proposed CN Rail acquisition of Kansas City Southern Lines.

The combination of CN Rail and KCS will allow international ocean shipping companies access to new markets, through U.S. gateway ports with an inland transportation alternative, leading to enhanced competition, both in terms of price and service for their customers, i.e., those beneficial cargo owners trading to and from international markets.

We thank you for the opportunity to express our support for this acquisition and are available to answer any questions the Board may have.

Yours truly,

M.H. Broad

Michael H. Broad
President

SHIPPING FEDERATION OF CANADA

625 René-Lévesque, Suite 800, Montreal, QC, H3B 1R2 (514-849-2325)
1055 West Hastings, Suite 300, Vancouver, BC, V6E 2E9 (778-373-1518)
www.shipfed.ca

Sidca Trading Ltd.
PO Box 47575, Blue Mountain
Coquitlam BC V3K 6T3
604-931-9003
www.SidcaTrading.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Sidca Trading Ltd. has been working with CN for about 5 years to ship our material via intermodals, throughout Canada.

Sidca Trading Ltd. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

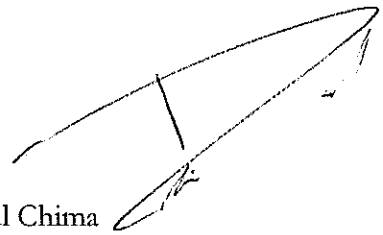
For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments throughout North America.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Sidca Trading Ltd. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,
Sidca Trading Ltd.



Paul Chima
Logistics Specialist

cc: Parties of Record

SIDEGroup Rail

April 22, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Side Group Rail is a third party transload facility operator in Northern Alberta. We have 4 distinct locations and have been in business here since 1997. Our customer base is made up of agriculture, forestry, and oil & gas. From specialty organic oats, dimensional lumber, and frac sand, to wind turbine components. We ship and receive from/to both international and north American markets.

Side Group Rail supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to provide better service in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Side Group Rail's customers are seen as land locked. Our canola, oats, and pea crops are some of the best in the world but are unable to garner the best in world pricing due to delays in shipping times.

Extended days to market is a direct result of having to cross multiple rail systems. The addition of the KCS line would open up new markets and improve existing ones for both the import and export of goods to this region.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for our customers where they currently rely on trucks as a more timely and effective option.

We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination. Our region is, as is much of the north, only CN served.

We thank you for taking our needs into consideration while making your determination on this acquisition.

Yours truly,



Rhonda Side
Director
Side Group Rail

SIMPOLO TILE & STONE INTERNATIONAL CORP.

2710 Slough Street Mississauga On. L4T 1G3

Cynthia T. Brown

Chief, Section of Administration

Office of Proceedings

Surface Transportation Board

395 E. Street, S.W.

Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Simpolo Tile & Stone International Corp. is a client of CN and we have been doing business for over 5 years. Our company mainly import goods from China and wholesale in Canada, the goods have been shipped from all ports within China. The service and efficiency are amazing so far.

We might expand our business into U.S market in the near future, and we will consider CN as a primary transportation solution provider.

Simpolo Tile & Stone International Corp. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

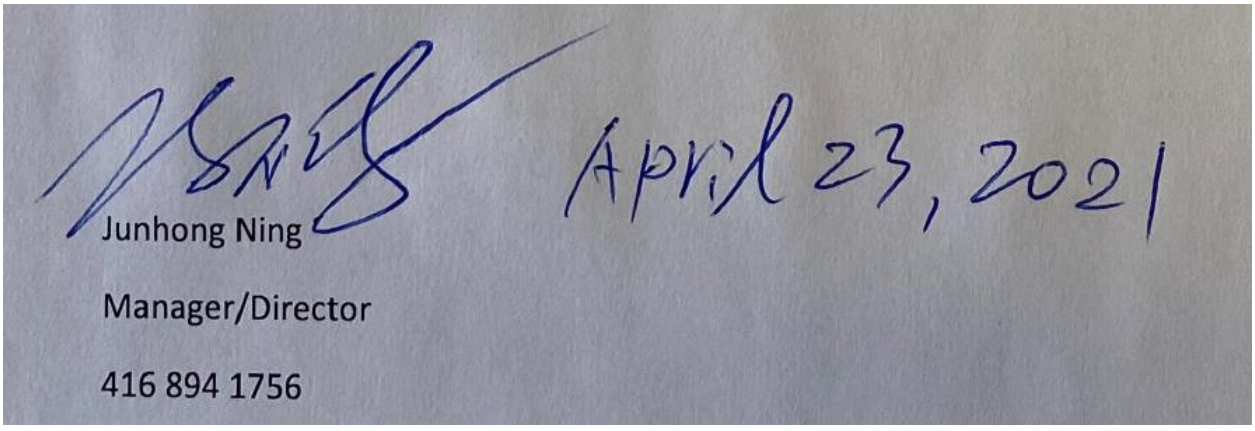
We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

As an importer, we always import from overseas and we have been using ocean, rail and local trucking services. In past 5 years, CN provided us a one stop solution~ a real door to door services, that is very efficient and we believe it would help our business growth if the proposal is approved.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of goods from Asia to North America including U.S. and Mexico
- CN's significant experience providing seamless intermodal service throughout their network and across borders.



Sinclar Group
FOREST PRODUCTS LTD.

Suite 2, 1515 Nicholson Street
Prince George, BC, Canada V2N 1V7

p: 250.563.3423 or 1.800.842.7883 | f: 250.563.6272

www.sinclar.com

April 23, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, CN-KCS Proposed Combination Manhattan—Control—Brooklyn

Dear Ms. Brown:

Sinclar Group Forest Products Ltd. (Sinclar) was incorporated in 1962 and currently owns and operates three primary sawmills and wood pellet mill, among other business interests, in North Central British Columbia, Canada. Our lumber and wood pellet businesses are heavily dependent on rail to take our products to market and as such we've been working directly with Canadian National Railway (CN) as an origin shipper for over 50 years.

Sinclar supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would allow us to quickly and reliably service our customers. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Sinclar ships thousands of lumber and wood pellet railcars every year throughout North America. An expanded CN network provides Sinclar the opportunity to enhance our value with existing customer while creating opportunities for new customers to access our industry leading wood products.

The combined company would create a network with improved end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this

transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of softwood lumber from Western Canada to the U.S. Midwest and Southeast.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

- A more fluid railway reducing the transit times to and from key markets

Sinclar is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above.

Sincerely,



Greg Stewart,
President

cc: Parties of Record

SM LINE
585 N Juniper Dr suite 250, Chandler, AZ 85226
Tel: (480) 588-3200 Fax(480) 493-5617

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

SM Line Corporation is a steamship line that uses the CN's intermodal network for our import and export shipments through the Port of Vancouver, B.C. We have trusted the CN to handle our shipments in and out of North America since our entry in to the PNW trade in 2018. The CN has provided SM Line, and our customers, exceptional service during this time.

SM Line supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

SM Line currently has vessels calling on the U.S. and Canadian West Coast and we use a combination of truck and rail services to move our containers to and from those ports. Specifically, the CN moves our freight to/from points in Canada as well as Chicago and Detroit

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

SM LINE
585 N Juniper Dr suite 250, Chandler, AZ 85226
Tel: (480) 588-3200 Fax(480) 493-5617

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our customer's shipments of varying commodities via Vancouver to and from points in the Southern U.S.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

- Additionally, this new company would open up new markets for us south of the U.S. border.

SM Line is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Paul F Schneider
Director, Intermodal
SM Line Corporation

cc: Parties of Record

SNC Solutions & SNC Solutions Canada
P.O. 305 | 496 N 600E Rd | Gibson City, IL. 60936
snc@sncsolution.com | www.sncsolution.com
O: 217-784-5212 | F: 217-784-5899

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries – Control – Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown,

SNC Solutions is a construction company who provides a wide range of services designed for the construction industry, some of which include construction management, civil construction, underground & above ground utility, railroad rehabilitation & inspections, and trucking. Our crews are trained to handle any project whether it is new construction, emergency work, storm damage or general rehabilitation. SNC has extensively self-performed projects for Canadian National Railway throughout the last 10+ years with rail automation infrastructure, signal rehabilitation, communication infrastructure, and underground utilities construction.

SNC Solutions supports CN's acquisition of KCS because of the superior benefits a CN - KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network, which will be both beneficial to us and to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

SNC Solutions is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Jordan Sizemore & Tom Curtis
SNC Solutions & SNC Solutions Canada
O: 217-784-5212
496 N 600E Rd.
Gibson City, IL. 60936

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

SolidCAD is Canada's largest Autodesk Platinum Partner. We serve CN in maximizing their investment in Autodesk products and services.

SolidCAD supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

SolidCAD is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Anthony Chow
National Director of Infrastructure/GIS

SOPOR
Société du port ferroviaire de
Baie-Comeau
18, route Maritime,
Baie-Comeau QC G4Z 2L6

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Societe du port ferroviaire de Baie-Comeau (SOPOR) is a not-for-profit organization and a shortline partner of CN for over 45 years. Together, we are part of the logistics chain for exports of aluminum and forest products.

SOPOR supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

As a supply chain partner connected to CN, SOPOR want to continue to help industrial customers in Baie-Comeau (Quebec) remain competitive.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of from Baie-Comeau (Quebec) to U.S.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway

- The merger will provide seamless North South connectivity which help further integrate North American supply chains
- Rail investment generates collaboration and business development opportunities
- Help local business development and regional economies

SOPOR is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Cedric Berube
General Manager

cc: Parties of Record

SOURCE ENERGY SERVICES

Head Office
500, 438 – 11 Ave SE
Calgary, AB T2G 0Y4
403 262 1312
info@sourceenergyservices.com
sourceenergyservices.com

April 22, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Dear Ms. Brown:

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

As leaders in the supply and delivery of Northern White proppant into the Western Canadian Sedimentary Basin from Wisconsin, at Source Energy Services we rail in over 500 cars per week of fracturing sand that is used for completion activity in the Western Canadian Sedimentary Basin (WCSB) via the CN Rail line. This enables five to ten active capital projects to go ahead with an average spend of $200,000 per day, per completions site. These are multimillion-dollar (over $50 million each) operations that depend on our CN Rail enabled supply chain. As CN's largest WCSB in-bound customer, over the years we have developed a mutually beneficial partnership that has enabled us to help shape the future of the oil and gas industry.

Source Energy Services supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

CN's strong track record of success with superior service and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us, augmenting our ability to be competitive in the markets in which we operate, and ultimately being beneficial for our shipments of fracturing sand throughout the WCSB. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination. As well, KCS and CN have very little overlap and several connection points which will facilitate the combined railway to create new innovative transportation solutions that help Source Energy Services reach new markets directly and economically.

Source Energy Services is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Scott Melbourn
COO
Source Energy Services

cc: Parties of Record

Special Areas Board ALBERTA MUNICIPAL AFFAIRS

212 – 2ND Avenue West, Box 820, Hanna, Alberta, Canada T0J 1P0 Phone: (403) 854-5600 Fax: (403)854-5527

April 23, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

The Special Areas Board and CN Rail are partners in the Oyen Regional Rail Park completed several years ago and have enjoyed a great working relationship and received satisfactory service with CN over this period. Together we have imported thousands of cars of frac sand from the US in support of Alberta and Saskatchewan's Oil and Gas Industry; pipeline construction equipment for TC Energy and its contractors and shipped CFB Suffield-based field personnel trucks – to bases in Europe. CN has always provided the necessary rail services support on a timely and efficient basis with the added advantage of direct main line access to primary North American markets and ports.

The Special Areas Board supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We have a substantial number of trucking companies who transport agri-food commodities, grain, hay, and specialty crop products all the way to the Mexican border points. Having CN rail service available would provide the ability to ship these products directly to Mexican destinations thereby eliminating multiple handlings, lowering overall transport costs with less environmental impacts.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

The combined company's single-owner, single-operator service would enhance our region's competitiveness by:

- providing shorter distances than would be offered by the proposed KCS and CP on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto, and Montreal, effectively creating a Greenway to compete with trucks from Mexico, through the US heartland to Canada.
- allowing companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.
- combining CN-KCS will improve the North American Transportation Network and create a true USMCA railway.
- creating a new market reach (expand market options) for both sourcing of inbound and outbound opportunities.
- merging to provide a seamless North-South connectivity which would help further integrate North American supply chains.
- unlike other railroads, CN has a Chicago advantage when moving goods to Detroit or western Canada. It travels around Chicago not through the heart of the city, removing the risk of seasonal – sometimes crippling – rail bottlenecks and creating fewer interchanges.
- coming together, CN and KCS would have a robust network of end-to-end single-owner, single-operator services from Mexico to Canada – more than any other Class I railroad – with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.
- investing in the communities CN operates in and engaging directly. CN spent over $20 million USD in the past 4 years in local spending and Community Partnerships in the US.
- combining transport helps lower transportation costs by allowing each mode to be used for the portion of the trip to which it is best suited and helps reduce emissions, traffic congestion, accidents and the burden on overstressed transportation infrastructure.
- investing, CN invests in technology and is prepared to extend recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

For these reasons the Special Areas Board is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Jordon Christianson
Chair, Special Areas Board

cc: Parties of Record

SPERRY

Surface Transportation Board
395 E Street SW
Washington, DC 20423

April 20, 2021

Sperry Rail Service is a supplier of Rail Flaw Detection services for numerous railroads that range from all North American Class 1 roads down to small shortline operators. Both the CN and KCS are customers of ours.

I, James K. O'Rourke, serve as the President at Sperry Rail Service, where my duties include managing the overall long standing relationship we have with both the CN and the KCS. Sperry Rail Service supports approval of the proposed combination of CN and KCS.

From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.

Sperry is contracted by both the CN and KCS to provide a mission critical service which results in their respectively operating a safe and reliable organization. For many years the CN has been an innovator in safety and operational excellence and this merger can only bring their admirable practices to a larger percentage of the North American railroad network.

The new transportation services that CN/KCS will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CN/KCS, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.

In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.

We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits realized as soon as possible.

Signed



James K. O'Rourke
President
Sperry Rail Service

Votorantim Cimentos

St Marys Cement

April 22, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

St Mary's Cement is a leading major producer of cement in the USA and in Canada and ship approximately 2,200 carloads per year.

St Marys Cement supports CN's acquisition of KCS because of the benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster and ultimately safer rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate.

St. Marys Cement U.S. LLC | 9333 Dearborn Street, Detroit, MI 48209 | Tel 313 842 4600, Fax 313 849 4555
votorantimcimentos.com | stmaryscement.com

- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- The CN team has a track record of successful mergers over the last 20 years
- The merger will provide seamless North-South connectivity which help further integrate North American supply chains
- CN's proposal embraces the spirit of the new STB rules, including the requirement to enhance competition– there is no ambiguity in where we stand on this issue, which is why CN did not even try to benefit from the waiver.
- KCS and CN have very little overlap and several connection points which will facilitate the combined railway to create new innovative transportation solutions

St Marys Cement supports CN's proposed acquisition of KCS for all the reasons as stated above.

Sincerely,

Jim Reznik
Votorantim Cimentos
St Marys Cement | Director of Logistics – North America
james.reznik@vcimentos.com

Office: 313 849 4576
Cell: 734 787 1925
9333 Dearborn Street, Detroit, MI 48209

www.votorantimcimentos.com
www.stmaryscement.com

STANDARD
DISTRIBUTION CO.
EST. 1936

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Standard Distribution Co. is a Third-Party Logistics company based in Cedar Falls, IA. We've been a partner of the CN since 2015 when we opened a box car transloading facility. Since then, the CN has played a critical role in developing our rail business.

Standard Distribution Co. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Our rail facility relies solely on the CN and we unload/load several hundred boxcars annually for some of the largest companies in the United States.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of roll stock from the South to Cedar Falls, IA.

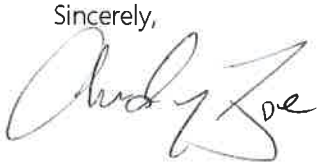
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

317 Savannah Park Road Cedar Falls, IA 50613
Phone: (319) 553-0180 Fax: (319) 553-0181 www.sdcdc.com

STANDARD
DISTRIBUTION CO.
EST. 1936

Standard Distribution Co. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Andrew Poe
Standard Distribution Co.

cc: Parties of Record

317 Savannah Park Road Cedar Falls, IA 50613
Phone: (319) 553-0180 Fax: (319) 553-0181 www.sdcdc.com

PARKE WENTLING, MEMBER
17TH LEGISLATIVE DISTRICT

395 High Street • P.O. Box 17
Conneaut Lake, PA 16316-0017
Phone: (814) 382-7200

142 Main Street East • Suite 1W
Girard, PA 16417
Phone: (814) 774-3105

134 High Street
New Wilmington, PA 16142
By Appointment

House of Representatives
Commonwealth of Pennsylvania
Harrisburg

COMMITTEES:
Aging & Older Adult Services
Game & Fisheries
Local Government
Tourism and Recreational Development

P.O. Box 202017
Harrisburg, PA 17120-2017
Phone: (717) 783-5008

Email: pwentling@pahousegop.com
www.RepWentling.com
Toll Free: (855) 249-2427

April 23, 2021

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman,

Canadian National Railway Company (CN) recently announced its proposal to combine with Kansas City Southern (KCS), which would create a premier railway for the 21st century. This merger would connect ports in the United States, Mexico and Canada and facilitate trade and economic prosperity across the United States. I believe that this combination would serve the 17th District well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in the area.

For many years, CN has been an integral part of the local transportation system. Their freight railroad safely and reliably connects businesses, large and small, to markets around the world. In addition, this fuel-efficient railroad offers a sustainable transportation alternative to trucking. CN and its US rail subsidiaries have operated in the United States for more than 100 years and CN is committed to being a strong local partner in every community where it operates.

Thank you for your consideration of Canadian National Railway Company's proposal to combine with Kansas City Southern. I encourage you to support this project.

Sincerely,



Parke Wentling
State Representative
17th Legislative District
Crawford, Erie, Lawrence and Mercer Counties

STEALTH MONITORING

April 22, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

RE: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Stealth Monitoring is Dallas, Texas based security firm that designs, installs, and services life-safety and physical security systems that include video surveillance and access control. Stealth Monitoring provides and remotely monitors security cameras and other equipment for the Canadian National Railway Company ("CN") and a variety of other businesses in United States and Canada.

Stealth Monitoring supports CN's acquisition of the Kansas City Southern Railway Company ("KCS") because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS. We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Stealth Monitoring is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Robert Cherun

Robert Cherun
Chief Executive Officer

1 855 STEALTH
info@stealthmonitoring.com
15182 Marsh Lane, Addison, TX 75001
www.stealthmonitoring.com

ATTENTION: Surface Transportation Board

My name is Jeff Brandt and my business address is 7401 Hamlin Street, Schererville, IN 46375. I am Vice President, Transportation and Logistics for Stella-Jones Corporation. In my role, I am responsible for the management and execution of all transportation functions across our network.

Stella-Jones is a leading producer and marketer of pressure-treated wood products. The Company supplies North America's electrical utilities and telecommunication companies with utility poles, and the continent's railroad operators with railway ties and timbers. Stella-Jones also manufactures and distributes residential lumber and accessories to retailers for outdoor applications, as well as industrial products for construction and marine applications.

Stella-Jones Corporation supports approval of the CN/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible. Stella-Jones currently ships railway ties, transmission poles, lumber, and industrial products with CN from various plants and distribution yards in Canada and the US.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently.

We are very excited about the transaction because it will allow a combined railroad to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example, Stella-Jones will be able to ship direct either north into Canada from our most southern U.S. locations into Canada or South from Canadian locations into the southern U.S.

At the same time, the entirely complementary nature of CN's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since they will continue to interchange with all of their other existing interline partners.

For these reasons, Stella-Jones is voicing strong support for the combination of CN and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Stella-Jones urges the STB to approve CN's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.



Jeff Brandt
Vice President, Transportation and Logistics

STONEBROOK
FOODS INC
Stonebrook Foods Inc.
Suite 135, #14 900 Village Lane
Okotoks, Alberta T1S 1Z6

April 23, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Stonebrook Foods has been doing business with CN for the past 18 months. We use CN to deliver LTL and FTL fresh/frozen meat products across Canada. We use CN for rail service and road service. Stonebrook Foods supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Stonebrook Foods has been using CN for fast and reliable service with both rail and road service across Canada. The use of rail services gives us a very good competitive advantage in pricing our product to our customers.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of goods from Eastern Canada to Western Canada and vice versa.
CN's significant experience providing seamless intermodal service throughout their network and across borders.

Stonebrook Foods is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21 st century railway come to life.

Sincerely,

Ed Neighbours
VP of Stonebrook Foods Inc.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Strato, Inc. is a supplier of railroad hardware to the Canadian National Railway Company.

Strato supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Strato is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Daniel Foxx
Vice President

cc: Parties of Record

STUPP CORPORATION
THE ENERGY-FILLED COMPANY™

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Stupp Bros., Inc. d/b/a Stupp Corporation is served both by the CN and KCS at our pipe manufacturing facility in Baton Rouge, La. Whether it is the CN bringing in steel coils from the Midwest, both class 1 railroads pulling 89' flats loaded with API line pipe, or the KCS taking scrap cars out the service and issue resolution from both class 1 railroads has been excellent over my 13 years at Stupp Corporation.

Stupp Bros., Inc. d/b/a Stupp Corporation supports CN's request that the Surface Transportation Board's current major merger rules be applied to this proposed transaction. Any merger involving KCS with another Class I carrier should not be subject to a different outdated and limited set of rules. That is why Stupp Bros., Inc. d/b/a Stupp Corporation believes the STB should review this combination under the modern new rules, as opposed to having a combination with KCS reviewed under rules from four decades ago that have been opposed by multiple trade associations representing rail shipper interests.

Stupp Bros., Inc. d/b/a Stupp Corporation is proud of our 13+ year relationship with CN and KCS and appreciate their outreach to us to discuss their plan for the combined CN-KCS network. Their request that the current major merger rules apply to any mergers involving KCS aligns with the customer-focused approach to business to which we have become accustomed. As the proposed merger develops, we hope that all parties show the same commitment to the current STB rules that CN has demonstrated. Stupp Corporation supports the merger of the CN and KCS railroads.

Sincerely,

Nathan Sowell

12555 Ronaldson Road
Baton Rouge, Louisiana 70807

800.933.7473 **office**
225.775.7610 **fax**

www.stuppcorp.com

STUPP CORPORATION
THE ENERGY-FILLED COMPANY™

Nathan Sowell
Director of Project Management and Strategic Services
Stupp Corporation
225-678-3075

cc: Parties of Record

12555 Ronaldson Road
Baton Rouge, Louisiana 70807

800.933.7473 **office**
225.775.7610 **fax**

www.stuppcorp.com

STUPP
CORPORATION
THE ENERGY-FILLED COMPANY™

12555 Ronaldson Road
Baton Rouge, Louisiana 70807

800.933.7473 **office**
225.775.7610 **fax**

www.stuppcorp.com

Suit-Kote Corporation

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Suit-Kote Corporation is currently engaged with CN railroad for the transport of Bituminous Asphalt materials.

Suit-Kote supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Our current needs include use of CN rail as support to deliver asphalt materials from Nanticoke, Ontario Canada into U.S.A. and points in Western Canada.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Bituminous materials from Canada and Western U.S. to Cortland, N.Y.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

- Other benefits include optionality of carriers not currently available and other points of supply not currently cost beneficial.

Suit-Kote is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Brent Hall

Brent Hall
Director of Procurement- Suit-Kote Corporation

cc: Parties of Record

Sumitomo Canada Limited
A Member of Sumitomo Corporation of Americas Group

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Sumitomo Canada Ltd is CN's major supplier for various track materials for more than 40 years.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

We hope to see the premier 21st century railway come to life.

Sincerely,

Denis Schaeffer
Vice President & General Manager
Sumitomo Canada Ltd

cc: Parties of Record

380 St. Antoine Street West
Suite 3131
Montreal, Quebec
Canada H2Y 3X7

Tel: +1.514.878.3597
Fax: +1.514.871.0224
http://www.sumitomocanada.com



Superior Fuel

Fueling your way of life.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Superior Fuel is a commercial and residential fuel provider in the Upper Midwest. We also provide fueling facility management to the maritime industry. We deliver operational excellence by performing the highest quality facility operations and fuel delivery management.

Superior Fuel has a partnership that goes back decades with CN, and they are a vital multimodal transportation supply chain provider.

Superior Fuel supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. CN provides a network of multimodal networks through their rail, transload, trucking, Great Lakes docks and vessels.

We believe that a combination of CN and KCS would help the industry win in all markets. CN's strong track record of success with superior service, intermodal and safety gives the industry confidence that a combined CN-KCS would be best positioned to serve their needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance the industry's ability to be competitive in the Great Lakes transload and vessel markets. Offering market extension to current KCS customers that would now be seamlessly served. This benefit would only result from a CN acquisition.

- The CN acquisition of KCS will further enhance customers competitive position by securing inland transportation and access to deep water ocean and Great Lakes docks. This is only accomplished with a CN acquisition.

- CN's significant experience providing seamless service throughout their network and across borders.

- CN's commitment to multimodal services and infrastructure investment and investment is unique to any other railroad in North America. This diversity makes CN's acquisition of the KCS the logical choice.

Superior Fuel is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Ryan Gunderson
President
Superior Fuel

SUPERIOR
TRUCK & TRAILER
REPAIR SERVICES LTD.

1090 South Service Road East, 9-12, Oakville, Ontario L6J 2X8
Telephone: 289 291 0182, Fax: 289 291 0183

Wednesday, April 21, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Superior Truck & Trailer Repair Services Ltd. is a major service provider for the CN fleet. Some of the services provided are as follows:

- Overall fleet maintenance, from service to safety of chassis
- Body and fabrication work on trailers and containers
- Mobile repairs 24 hours 7 days
- Truck maintenance and repairs
- Intermodal yard maintenance

Superior Truck & Trailer Repair Services Ltd. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network, which will be both beneficial to us and the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

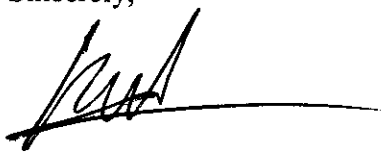
SUPERIOR TRUCK & TRAILER REPAIR SERVICES LTD.

1090 South Service Road East, 9-12, Oakville, Ontario L6J 2X8
Telephone: 289 291 0182, Fax: 289 291 0183

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Superior Truck & Trailer Repair Services Ltd. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Krishnashanth Arasakrishnan
President / Owner
Superior Truck & Trailer Repair Services Ltd
Mobile: 416 882 1755
Office: 289 289 0182
Fax: 289 289 0183

cc: Parties of Record

Surplus Furniture & Mattress Warehouse
90 Anne Street South, Unit 100
Barrie, Ontario, L4N 2E3

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Surplus Furniture and Mattress Warehouse has been a long-standing customer of CN shipping from the US into Canada on a weekly basis

Surplus Furniture and Mattress Warehouse supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with an enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Furniture from Mexico to Canada.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Surplus Furniture and Warehouse is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Troy McLeod
Director of Logistics

cc: Parties of Record

SyTech Corporation
SYSTEMS ENGINEERING TECHNOLOGIES CORPORATION
6121 Lincolnia Road, Alexandria, Virginia 22312 • (703) 941-7887

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

The SyTech Corporation of the United States supplies mission critical communications to various divisions within CN. SyTech supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

SyTech is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Aaron Armendariz
Executive Vice President



cc: Parties of Record

TALSOM

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Talsom is working with CN since 2017 providing management consulting services in project management and change management.

Talsom supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Talsom is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Jonathan Tremblay
Vice-President

cc: Parties of Record

Tech Mahindra

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Tech Mahindra has been working with CN for the past 3 years, supporting them on their multiple strategic initiatives including the Positive train control (PTC) Testing, Telecom migration, End user computing, Desktop virtualization, Robotic process automation, Cloud application provisioning, Cloud predictive monitoring etc.

Tech Mahindra is very supportive of the acquisition of Kansas City Southern as we see the value in creating a larger network of trade between Canada, US and Mexico. The acquisition would be beneficial to the overall economy and growth of investment in rail network.

As a services supplier, we are proud to be associated with Canadian National Railway on this vision to create measurable business value. We strongly believe that with the successful acquisitions made by CN is the past years, this initiative will also be seamless and successful to integrate and partner with KCS.

Sincerely,

C T Lakshmanan

Lakshmanan Chidambaram

President - Strategic Verticals

cc: Parties of Record

TELECON Inc.
7450 DU MILE END RUE
MONTREAL, QC
H2R-2Z6

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Telecon Inc provides full turn-key National Fiber Optic cable structure and support services in Canada.

Telecon Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Telecon Inc is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Gilles Langevin
Senior Manager
National Long Haul

cc: Parties of Record

TELKWA COAL
LIMITED

April 25, 2021

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Telkwa Coal Limited is potential customer of CN rail for the transport of metallurgical coal from its Project in British Columbia, Canada to a Ridely Terminals.

Telkwa Coal Limited supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of metallurgical coal to new customers in the southern North America.

Telkwa Coal Limited is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21st century railway come to life.

Yours truly,



Dan Farmer

Project Manger, Telkwa Coal Limited

Telkwa Coal Limited: Suite 1410 – 406 Granville Street Vancouver, BC V6C 1T2
Registered in British Columbia with Corporation Number BC1013154
T: +1 604-428-8385 **E:** info@allegiancecoal.com.au **W:** www.allegiancecoal.com.au

April 21, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E Street SW
Washington, DC
20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms Brown,

I am writing to you with regards to the recent Canadian National Railway Company (CN) and Kansas City Southern (KCS) merger announcement. Tervita Corporation utilizes CN to move a significant portion of our 100,000 annual tonnes of scrap metal to commodity markets throughout North America. Further, Tervita Corporation provides rail response services to CN throughout Western Canada.

As a customer and supplier, Tervita is excited by this transformative transaction creating the first US-Mexico-Canada railroad. The combined networks expand market reach and support North American economic growth.

We're also encouraged by the environmental and safety benefits which will arise through the new single line routes by shifting trucks off crowded highways, yielding reduced traffic and lower emissions.

We look forward to our continued collaboration and helping the combined entity of CN / KCS achieve its business goals.

Please feel free to l reach out to me if you would like to discuss the merger.

Regards,

John W. Cooper
President and CEO
Tervita Corporation

cc: Parties of Record

Tervita Corporation

Calgary Head Office
1600, 140 10th Ave SE
Calgary, AB Canada
T: (403) 233-7565

TETRA TECH

Dan L. Batrack
Chairman
Chief Executive Officer

April 21, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Subject: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Tetra Tech, Inc. (Tetra Tech) supports CN's acquisition of Kansas City Southern (KCS), because of the superior benefits a CN-KCS railway would bring by offering faster, safer, environmentally cleaner and more direct service for North-South trade.

Tetra Tech provides advanced track inspection technology to support CN's track inspection requirements. CN's investment and support of Tetra Tech's advanced track inspection technology program is an example of CN's uncompromising commitment to safety and a strong safety record. Furthermore, CN's investment in industry leading track inspection technology demonstrates their strong social, environmental and sustainability commitment. We are confident that these attributes and commitments would be leveraged and applied to KCS's business through CN's acquisition.

As a supplier to the railway industry and one of North America's largest engineering and science consulting firms, we can see this transaction is strategic, as it will support the growth of trade between Mexico, USA and Canada and it will benefit the overall economy. We also see tremendous environmental benefits from the positive impact of converting truck freight to rail.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or economy.

Tetra Tech is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Dan L. Batrack
Chairman and CEO

cc: Derek Amidon
Bernie Teufele
Parties of Record

3475 East Foothill Boulevard, Pasadena, CA 91107
Tel +1.626.470.2469 Fax +1.626.470.2669 tetratech.com



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

TFI International Inc. has a longstanding healthy business relationship with CN whereas we conduct Intermodal freight movement through out Canada on a large scale.
TFI International Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

TFI International Inc. feels this new entity would provide our business opportunities to expand our North American intermodal business through a service offering that currently does not exist.

The combined company would create a network with an enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

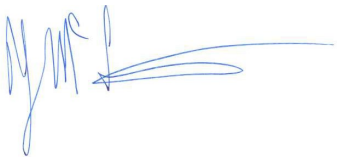
For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of LTL and Truckload from Mexico to Canada and throughout the United States.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

TFI International Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Bob McGonigal
Executive Vice President
TFI International Inc.

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

TG Appliance Group is looking to work with CN on several opportunities across North America. The potential of these new reaches as a result of the proposed CN-KCS network could and would create new opportunities to further allow TG to meet its expectations on growth projections to better serve our customers.

TG Appliance Group supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our current markets and future markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

This merger will provide seamless North South connectivity which help further integrate North American supply chains and allow CTC to reach new points via rail that today would move OTR which aligns with the CTC outlook on environmental sustainability.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

TG Appliance Group is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,
Drew Fraser
Vice President, Operations



cc: Parties of Record

Seasoned Experience

23 April 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

The Aloft Group, LLC specializes in intermodal transportation safety and has been providing CN consulting services in safety, risk management, and specialized software tools in support of rail safety for over six years.

The Aloft Group, LLC supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

The Aloft Group, LLC
PO Box 107
Kilmarnock, VA 22482
+1 505.306.5326
www.thealoftgroup.com

Seasoned Experience

The Aloft Group, LLC is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Thomas Lintner

Thomas Lintner
President & CEO
The Aloft Group, LLC

cc: Parties of Record

The Aloft Group, LLC
PO Box 107
Kilmarnock, VA 22482
+1 505.306.5326
www.thealoftgroup.com

THE GREENGROCER INC.

6110 Shawson Dr.Mississauga, ON L5T 1E64 Phone: 905-670-3621
Fax: 905-670-8816

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

The Greengrocer Inc. is an importer of produce from USA and other countries and supplies produce to chain stores in GTA and Montreal for decades. TransX/CN has played an important role in our produce transportations from Washington and Idaho, USA to our warehouse in Mississauga, ON, Canada since 2012.

The Greengrocer Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The Greengrocer uses trucks and rail for our transportation needs and use TransX/CN today more specifically.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

THE GREENGROCER INC.

6110 Shawson Dr.Mississauga, ON L5T 1E64 Phone: 905-670-3621
Fax: 905-670-8816

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of produce from USA to our warehouse in Mississauga, ON.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

The Greengrocer is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Bryon Sargeant
Operation Manager

The Greengrocer Inc.
6110 Shawson Dr.
Mississauga, ON L5T 1E6
Phone: 905-670-3621
Fax: 905-670-8816
bryon@greengrocerinc.ca

THE HUMPHREY GROUP

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

The Humphrey Group is a preferred supplier to CN that provides corporate training and program materials in the areas of leadership communication since 2019.

The Humphrey Group supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

The Humphrey Group is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Vytas Lenauskas, Vice President of Business Growth

The Mercury Group
169 Commack Road,Suite H#285
Commack,New York USA 11725
Office: 1-631-410-6345 I Fax: 1-631-410-1926
www.mercuryresources.com

25 April 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

The Mercury Group is a New York-based consulting firm specializing in global commodity management and finance. We have developed professional relationships with brokers, shippers, governments, port authorities, buyers and suppliers globally, and will use that network of international points of contact to customize our clients' needs.

We are proud of our multi-year relationship with CN and appreciate their outreach to us to discuss their plan for the combined CN-KCS network. Their request that the current major merger rules apply to any mergers involving KCS aligns with the customer-focused approach to business to which we have become accustomed. As the proposed merger develops, we hope that all parties show the same commitment to the current STB rules that CN has demonstrated.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service that will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

MERCURY GROUP

The Mercury Group
169 Commack Road,Suite H#285
Commack,New York USA 11725
Office: 1-631-410-6345 I Fax: 1-631-410-1926
www.mercuryresources.com

We are confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Anton C Posner
Chief Executive Officer

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Thomas, Large & Singer Inc. (TLS) has worked with Trans-x for almost 20 years and CN directly for about 4 years. We consider it to be a great partnership and prefer to use rail when we have the opportunity based on driver shortages and lower CO2 emissions.

TLS supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

TLS has just begun to work with a client that produces product in Mexico and we feel this will create an opportunity to reduce our volumes on the road and transition it to rail.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Thomas, Large & Singer Inc.
15 Allstate Parkway, Suite 400
Markham, Ontario, Canada L3R 5B4

t. 905.754.3500
www.tlscanada.com

Thomas, Large & Singer Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Anthony S. Carter, CA, CPA, CFA
Chief Financial Officer

cc: Parties of Record

Thomas, Large & Singer Inc.
15 Allstate Parkway, Suite 400
Markham, Ontario, Canada L3R 5B4

t. 905.754.3500
www.tlscanada.com

THOMSON GROUP OF COMPANIES

DISTRIBUTION LOGISTICS MANAGEMENT

Thomson Group of Companies – Thomson Terminals Limited

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

April 2021

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Thomson Terminals Limited is a long-standing customer of CN/TransX services.

Thomson Terminals Limited supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Thomson Terminals Limited is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Jeff Wilder
Director of Sales & Marketing
Thomson Group of Companies - Thomson Terminals Limited

Thomson Group of Companies
Thomson Terminals Limited
100 Iron Street
Toronto, ON, M9W 5L9

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TIDEWORKS
TECHNOLOGY
A Carrix Solution

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Tideworks Technology, a privately held Washington State corporation, supports global marine terminal and rail operators with industry leading technology to add efficiency and assist in optimizing intermodal operations. Tideworks is currently engaged in a multi-year project with CN supporting the railroad's 'Smart Terminal' initiative which will result in operational efficiency, enhanced productivity and improved service to the broad community that relies on their transportation and logistics network.

Tideworks supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Tideworks is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

1131 SW Klickitat Way, Seattle WA 98134 • phone: 206.382.4470 • fax: 206.382.0443
www.tideworks.com

DocuSign Envelope ID: 3F5A4046-4627-47AB-9A51-FEC6582D01D3

Sincerely,
Todd Tatterson
Vice President
Tideworks Technology

DocuSigned by:
T. H. Tatterson
5744E6F756264E7...

T. H. Tatterson
Tideworks Technology, Inc.
Vice President - Business Development

cc: Parties of Record

1131 SW Klickitat Way, Seattle WA 98134 • phone: 206.382.4470 • fax: 206.382.0443
www.tideworks.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Tiger Calcium Services Inc. is a chemical manufacturing company based in Alberta, Canada. We are the third largest calcium chloride producer in North America and we utilize the services of Canadian National Railway and Kansas City Southern Railway to ship and receive products throughout Canada, USA and Mexico Our relationship with CN is almost 40 years old and CN, along with their partners, are an integral part of our supply chain and distribution network.

Tiger Calcium Services supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks or multiple short line railroads and provide shorter distances on many key routes. As our manufacturing plant in northern Alberta is only served by CN, we are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Benefits to us will be:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, specifically our shipments of raw ingredients from Mexico and southern USA to Alberta and finished product from Alberta to our customers throughout the mid-western USA

- CN's safety culture, superior technology and operating experience would ensure safe operations across Canada, the U.S. and Mexico.

- CN can help our customers reduce GHG emissions by leveraging rail for the long haul and trucking over shorter distances

- CN's commitment to work with other class 1 railways to keep existing gateways open, including Kansas City, and collaborate to grow volume will enhance competition

- The merger will provide seamless North South connectivity which help further integrate North American supply chain

- Creating new market reach (expand market options) for both sourcing of inbound and outbound opportunities.

- CN has a track record of investing ahead of industry average to increase capacity, reliability and improve safety.

Tiger Calcium Services is confident in, and strongly supports CN's proposed acquisition of KCS for all of the reasons stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Ron Schwartz

Vice President, Operations

Tiger Calcium Services Inc.

TOPFLIGHT
GRAIN COOPERATIVE

420 W MARION MONTICELLO, IL 61856

ATLANTA * ATWOOD * BEASON * BEMENT * CISCO * EMERY * JOHNSTON SIDING * KRUGER * LAPLACE
MAROA * MILMINE * MONTICELLO * PIERSON * SEYMOUR

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Topflight Grain Cooperative Inc. has been a shipper on the CN since 1998. Our loading locations are located in Illinois and we ship corn and soybeans to multiple destinations.

Topflight supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Topflight ships grain by truck and rail. We have loading locations on 3 class 1 railroads currently and have access to processors, ethanol plants, and the IL river with truck transportation.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us. We are hopeful about this transaction as being able to provide the seamless transportation and service that would otherwise not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of corn and soybeans from Illinois to additional destination markets in the US and Mexico.

PHONE: 217-762-2163 FAX: 217-762-5500

- A combined CN-KCS will improve the North American transportation network and create a true USMCA railway.

- CN's proposal embraces the spirit of the new STB rules, including the requirement to enhance competition.

Topflight is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above.

Sincerely,



Derrick Bruhn
General Manager

cc: Parties of Record

TOPLIFT NORTH AMERICA
42 Pinelands Ave. Stoney Creek, ON. Canada L8E 5X9 Ph. 905-662-4137 Fax. 905-662-8058

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Toplift North America Inc. (Part of the Top Lift Group of companies) is a supplier of heavy equipment and a distributer all across Canada and the USA. We have been in close partnership with CN for over 28 years as we have a keen focus on intermodal container handling equipment.

Toplift North America supports CN's acquisition of KCS because of the superior benefits a CN-KCS Railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us, and to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Toplift North America is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Best Regards,



David Shea
President
dshea@toplift.com

TOPLIFT NORTH AMERICA

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Torq Energy Logistics Ltd is an independent logistics business headquartered in Calgary, Alberta and has operations across Saskatchewan, Alberta and British Columbia. Torq is a safety focused operator of a fleet of +250 tractor/trailer units and seven rail terminals. Torq has been a long-time transloading partner to CN in the movement of various energy related commodities outbound/inbound on CN's railway.

CN's values parallel our own and has proven to be a leader in safety and customer service within the rail space. Our shipper customers could benefit from enhanced, efficient, and economic market access into the US Midwest and Southern regions as well as Mexico. A combination of the subject entities could potentially increase efficiencies in rail freight turn times and result in Torq's growing comptitiveness within our markets.

Torq Transload is confident in CN's ability to enhance Canadian shipper's market access in the US Midwest and Mexico under the proposed business combination. As always, we continue to support CN's growth in all areas and look forward to growing along with them.

Sincerely,

Jarrett Zielinski
President & CEO
Torq Energy Logistics Ltd.

cc: Parties of Record

OFFICE OF THE MAYOR

TELEPHONE (403) 664-3511
FAX (403) 664-3712
E-MAIL: badlandscharters@gmail.com

Town of Oyen
P.O. BOX 360
OYEN, AB T0J 2J0

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

The Town of Oyen and CN Rail are partners in the Oyen Regional Rail Park completed a number of years ago and have enjoyed a great working relationship and received satisfactory service with CN over this period. Together we have imported thousands of cars of frac sand from the US in support of Alberta and Saskatchewan's Oil and Gas Industry; pipeline construction equipment for TC Energy and its contractors, and shipped CFB Suffield-based field personnel trucks – to bases in Europe. CN has always provided the necessary rail services support on a timely and efficient basis with the added advantage of direct main line access to primary North American markets and ports.

The Town of Oyen supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us secure additional export business to the US and Mexico, and inbound import business for products such as European wind turbine components over USGC ports and direct from US manufacturers. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We have a substantial number of trucking companies who transport agri-food commodities, grain, hay and specialty crop products all the way to Mexican border points. Having CN rail through service available would provide our ability to ship these products directly to Mexican destinations thereby eliminating multiple handlings, lowering overall transport costs with less environmental impacts.
The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be

able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

The combined company's single-owner, single-operator service would enhance our region's competitiveness by:

- CN and KCS would provide shorter distances than would be offered by the proposed KCS and CP on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal, effectively creating a Greenway to compete with trucks from Mexico, through the US heartland to Canada.
- Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.
- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway
- Create new market reach (expand market options) for both sourcing of inbound and outbound opportunities.
- The merger will provide seamless North South connectivity which help further integrate North American supply chains
- Unlike other railroads, CN has a Chicago advantage when moving goods to Detroit or western Canada. It travels around Chicago not through the heart of the city, removing the risk of seasonal – sometimes crippling – rail bottlenecks and creating fewer interchanges.
- Together, CN and KCS would have a robust network of end-to-end single-owner, single-operator services from Mexico to Canada – more than any other Class I railroad – with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.
- This transaction would provide shorter distances than would be offered by the proposed KCS and CP transaction on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal.
- CN has a track record of investing in the communities it operates in and engages in directly. CN has spent over $20 million USD in the past 4 years in local spending and Community Partnerships in the US.
- The greater use of combined transport helps lower transportation costs by allowing each mode to be used for the portion of the trip to which it is best suited and also helps reduce emissions, traffic congestion, accidents and the burden on overstressed transportation infrastructure
- CN invests in technology and is prepared to extend our recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

For these reasons The Town of Oyen is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Doug Jones,
Mayor, Town of Oyen

TransEnergy Services Ltd.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

TRANSENERGY SERVICES LTD ("TransEnergy") is a rail terminal and services company operating on the CN rail system since 2006. We have transported energy, industrial products as well as agricultural commodities throughout Canada and the US and on occasion onto Asia.

TRANSENERGY SERVICES LTD supports CN's acquisition of KCS because of the anticipated superior benefits a CN-KCS railway would bring by offering more efficient direct service routing for our North-South trade.

We believe that a combination of CN and KCS would allow TransEnergy to compete more effectively with our competitors. CN's track record of success with superior service and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs.

We are encouraged about all the direct routing that TransEnergy would be able to access. The combined company

- KCS and CN have very little overlap and several connection points which will facilitate the combined railway to create new innovative transportation solutions that help TRANSENERGY SERVICES LTD reach new desirable markets directly and economically.
- Single-linehaul will provide not only greater visibility to our traffic, but will improve cycle times on our private cars

TRANSENERGY SERVICES LTD strongly supports CN's proposed acquisition of KCS for all of the aforementioned reasons as stated.

Sincerely,

Tim LaFrance

Tim LaFrance P.Eng.
President & CEO

TRANS-FRT.
McNAMARA

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Since 1985 Trans-Frt. McNamara has excelled in delivering transportation, freight brokerage, logistics and distribution services throughout North America. Our mission is Service, Quality and Reliability. From locations in Ontario, Alberta, British Columbia and California, our modern fleet of more than 100 trucks and 220 trailers pickup and deliver LTL or Truckload service anywhere in North America. Our commitment to excellence includes constant load tracking, an aggressive maintenance policy, superior insurance coverage and an average fleet age of less than 2.5 years. Our relationship with CN has grown over the last year with forecasted volumes of 90+ intermodal containers from Ontario to British Columbia. CN has become a big part of our logistics services and have provided superior service. CN was able to provide us with competitive market pricing allowing us to secure this business and grow other lanes as well.

Trans-Frt. McNamara supports CN's acquisition of KCS because we would like the opportunity to extend intermodal service to our customers throughout the USA.

Trans-Frt McNamara is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely

Greg Palmer
Executive Vice President

25 Rue Rolland Massé
Val d'Or, Québec J9P 0E3
Téléphone : 819-874-6476
Fax : 819 824-5660

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Transrail FN 27 inc. has been working with CN's team of professionals for several years. We have jointly carried out several large-scale projects and will continue to expand with the help of a strategic partner such as CN. We are very pleased to be working with a company of this size and believe that the addition of KCS will open up business opportunities for us in North America.

Transrail FN 27 Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We are working jointly with CN on several mining projects and for clients in this industry. Our transhipment and intermodality services are perfectly aligned with CN services. In addition, we are seeing our customers' enthusiasm for solutions with a better ecological impact, which puts rail services in the foreground.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of gondolas and containers from Canada to United States.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Transrail FN 27 Inc is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Benjamin Alexandre
Operations Manager

cc: Parties of Record

TRAXXSIDE TRANSLOADING

Tel. 519.824.1345
Fax. 519.822.7994

231 Speedvale Avenue West Guelph, Ontario N1H 1C5

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Traxxside Logistics Inc. is bulk transloading company that handles bulk feed and food grade agricultural, chemical, and industrial products from throughout North America. CN's model of scheduled, precision rail service provides Traxxside and our customers the visibility and reliability we need to manage our supply chains efficiently and use rail to the best extent possible. Over time, CN continuously has added value to their service be enhancing shipping tools and adding new logistics services.

Traxxside supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Traxxside is heavily reliant on carload rail service from CN and it's connections to the rest of the North American rail network in the United States and Mexico. Our customers also rely on CN's intermodal and port partnerships for domestic and imported shipments of feed and food ingredients from around the globe.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our customer's shipments of brown and brewers rice from Arkansas, Louisiana & Mississippi into Guelph, Ontario.

TRAXXSIDE TRANSLOADING

Tel. 519.824.1345
Fax. 519.822.7994

231 Speedvale Avenue West Guelph, Ontario N1H 1C5

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Traxxside is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

David K. Warne
General Manager

cc: Parties of Record

505 East Huntland Drive
Suite 250
Austin, Texas 78752

T 512.454.8716
TRCcompanies.com

April 23, 2021

Ms. Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

RE: FD 36514, Canadian National Railway Company ("CN"), Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

TRC is a strong partner of CN's and has been providing design, management, and construction services to CN for over twenty years. TRC provides services to CN across their United States and Canadian network of facilities. Through this partnership TRC has worked to standardize and modernize CN's fueling and wastewater systems from risk assessment, design, construction, and preventative maintenance to enhance the entire life cycle of these systems. In addition, TRC has supported CN on numerous environmental, facility, and energy projects which continue to position the railroad as a leader in sustainability.

TRC supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, the USA and Canada and the growth of investment in the rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail will have on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial and we do not anticipate any negative impacts to our company, the environment, or market competition.

TRC is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

K. Beau Perry, P.E.
Vice President - CES

TRIUMPH

3030 Orlando Drive, Mississauga, ON, L4V 1S8
Tel No. (905) 673-9300 Fax No. (905) 673-9493
Toll Free Phone (800) 793-5255
www.triumph.ca

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Triumph Express Service Canada Inc is an integrated logistics provider which services shippers in all sectors and on both sides of the border. CN has been a valued partner of Triumph's for the last 5 years.

Triumph supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Triumph is a leading logistics provider that utilizes rail to service markets throughout North America. Having access to North/South services through this acquisition would allow Triumph to provide more gateway options to its client base and more efficiently distribute goods.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of finished from Mexico/Asia/US to Canada

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

3030 Orlando Drive, Mississauga, ON, L4V 1S8
Tel No. (905) 673-9300 Fax No. (905) 673-9493
Toll Free Phone (800) 793-5255
www.triumph.ca

Triumph is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Eddie Rei

Eddie Rei
President

cc: Parties of Record

TUNDRA

HUNT · GATHER · THRIVE

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Tundra Technical Solutions USA and Tundra Technical Solutions Canada (Tundra) are key suppliers of recruitment services to Canadian National Railway Company (CN). Tundra provides recruitment of both full-time and contract employees to CN. Tundra has been an active supplier to CN since 2018 helping to create new jobs for thousands of employees over this period.

Tundra supports CN's acquisition of KCS on account of the superior benefits a CN-KCS railway would present, offering faster, safer, cleaner and a more direct service for North-South trade.

As a key supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and to the overall economy.

We are also very supportive of the positive impact this acquisition will have on our environment, facilitating a shift away from truck freight to rail. Beyond the obvious environmental benefits expected from this acquisition Tundra also believes this acquisition will have a positive impact on road congestion around our cities by promoting rail transport.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Tundra views this transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Both Tundra Technical Solutions USA and Tundra Technical Solutions Canada are confident in and strongly support CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Micah Williams
Global President
Tundra Technical Solutions

Tundra Technical Solutions
4711 Yonge Street, Suite 700
Toronto, ON M2N 6K8
Main Line: (416) 915-7878 Toll Free: 1 (866) 988-6372
www.tundratechnical.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings - Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

U.S. Oil has been asked to contact you regarding our strategic partnership with Canadian National Railway Company and their proposed acquisition of Kansas City Southern Railway Company.

The CN and U.S. Oil partnership is one of the oldest in our company's 70+ year history. Since 1979 U.S. Oil has been not only suppling CN with fuel for their needs, but we also ship a vast amount of petroleum products via their rail lines.

- U.S. Oil provides **70%** of Canadian National's United States operations Fuel requirements. Including **Renewable** Diesel product that contributes to the overall lowering of their carbon footprint.
- In 2019, U.S. Oil shipped via Canadian National Railway over **2.3 billion gls.** of petroleum products that provides the Northern U.S. with products ranging from Biodiesel and Butane to Ethanol and Diesel.

U.S. Oil supports CN's acquisition of KCS for several reasons…

- A merger of CN and KCS allows U.S. Oil to partner with CN and bring a range of renewable and traditional petrochemical products into the Southwestern region of the U.S. in a timely and cost-effective manner.
- The Southwest region of the U.S. is currently served by 2 dominant Western railroads. A CN-KCS merger would bring a new level of competition, pricing and service to businesses that operate in this market, thereby making their products and services more competitive.
- CN's successful track record of acquisitions over the past 25+ years provides an assurance that CN will effectively and seamlessly integrate and partner with KCS.
- With this merger it could create an additional Northern resource in providing essential energy needs to an impacted gulf region due to weather related storms that have crippled the Southern supply chain. This alone, is a huge step forward in supporting emergency back up energy needs.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

We thank you for the opportunity to share our perspective with you.

Sincerely,

Kevin Olson
Vice President Sales & Operations
U.S. Oil Divison of US Venture Inc.

DANNY K. DAVIS
7TH DISTRICT, ILLINOIS

WASHINGTON OFFICE:
2159 RAYBURN HOUSE OFFICE BUILDING
WASHINGTON, DC 20515
(202) 225-5006
(202) 225-5641 (fax)

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2813-15 W 5TH AVENUE
CHICAGO, IL 60612
(773) 533-7520
(773) 533-7530 (fax)

Congress of the United States
House of Representatives

COMMITTEE ON
WAYS AND MEANS

CHAIRMAN:
WORKER AND FAMILY SUPPORT

SUBCOMMITTEE:
TRADE

April 23, 2021

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman:

For many years, CN Railway has been an integral part of the transportation system in Chicago. Their freight railroad safely and reliably connects Chicago businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, CN offers a sustainable transportation solution – the more products we move by rail instead of truck, the more we can help reduce greenhouse gas emissions and free up capacity on Chicago roads.

Recently, CN announced its proposal to acquire the Kansas City Southern, another great railroad. I believe that this acquisition would serve Chicago well, expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to Chicago and the Midwest.

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. I strongly support CN's proposed acquisition of the KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

Danny K. Davis

Rep. Danny Davis
Member of Congress

PRINTED ON RECYCLED PAPER

Montréal, April 23, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Ullix Information Systems Inc. provides online testing solutions to help CN automate its talent acquisition and talent development processes since 2018.

Ullix supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Ullix is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Serge Bouhadana,
President, Ullix Information Systems Inc.

1001 rue Lenoir
B - 345
Montréal,
Québec
H4C 2Z6
(514) 871-1026
www.ullix.com

Ultimate Kronos Group
110 Matheson Blvd West, Suite 320,
Mississauga, Ontario, L5R 4G7
Canada
ukg.com

April 25th , 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings,
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Ultimate Kronos Group (UKG) is a leading Human Capital Management software vendor and is a strategic supplier of Workforce Management Software to CN. We are currently deploying the first phase of our solution with CN and have started this initiative at the end of 2020.

At UKG, as leaders in our industry, we have seen many of our clients undergo merger transactions and benefit from the combination. CN's acquisition of KCS could bring the following benefits to the newly combined workforce:

- Better workforce management optimization
- Higher productivity because of a larger critical mass of employees
- Higher employee engagement and retention as they perceive more career opportunities and /or relocation options

We are confident that UKG can support CN with this transaction and we do not anticipate any negative impacts to our company or the success of the Workforce Management project currently underway.

Sincerely,



Spiros Paleologos, Group Vice President, UKG Canada

CC: Aron Ain, CEO UKG Inc
Parties of Records

UNION CITY TERMINAL RAILROAD

April 23, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

My name is J. Brent Lee, Vice President Operations of Union City Terminal Railroad headquartered in Union City, Tennessee. Union City Terminal Railroad is an independent freight railroad and rail services management company offering freight services, transloading, railcar storage, and industrial development opportunities. The strong partnership between CN's network and Union City Terminal Railroad allows industrial shippers to grow their business.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Union City Terminal Railroad's partnership with CN has driven tangible benefits for our customers and CN's acquisition of KCS will allow our partnership to offer an enhanced service to our customers. While KCS and CN work together to provide joint routes, which remain among the transportation options for Union City Terminal Railroad, as separate companies they have not been able to offer the kind of seamless service Union City Terminal Railroad seeks to offer our customers.

While CN's unique three coast network and our partnership with CN has provided significant benefits to Union City Terminal Railroad and our ability to offer our services, the KCS-CN merger will further enhance this reach and in turn our product offering. While there is some overlap in the networks, the overlap between CN and KCS networks is very limited and additional connection points will facilitate the combined railway to create new innovative transportation solutions and competitive lanes. The CN-KCS merger will provide shorter distances on many key routes.

We have been impressed with CN's commitment to innovation in the rail industry and have demonstrated they are industry leader in fuel consumptions, sustainability and safety. CN's consistent track record in innovative solutions such as the automated track inspection technology and car inspections portals will enhance the safety, speed and reliability of the KCS network.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that is not currently available.

For the reasons stated above, Union City Terminal Railroad is expressing our support for the combination of CN and KCS as it will enhance overall competition through the multiple connection points creating more faster transportation lanes through the US Heartland. A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway with the most efficient lanes through the heartland of the US.

Union City Terminal Railroad is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

J. Brent Lee

J. Brent Lee
Vice President Operations
Union City Terminal Railroad
P. O. Box 926
Union City, Tennessee 38281

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

United Petrochemical Canada Inc. has worked with CN directly and indirectly as a customer shipping crude by rail from Canada to US and other international destinations for over 10 years.

United Petrochemical Canada Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Successful crude by rail can meet the long term needs of producers and shippers that are well connected at the origin and destination locations. CN has built out their extensive railway network and worked with producers, shippers and refining customers to optimize their network and provide competitive alternative transportation needs.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of crude oil and undiluted bitumen from the Edmonton and Northern Alberta region to the US Gulf Coast refining network.

- CN's commitment to work with other class 1s to keep existing gateways open, including Kansas City, and collaborate to grow volume will enhance competition

- Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.

- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway

- The merger will provide seamless North South connectivity which help further integrate North American supply chains

- Customers of both companies would benefit from faster, safer, more direct and more efficient service for North-South trade.

- Rail investment generates collaboration and business development opportunities

- CN can help our customers reduce GHG emissions by leveraging rail for the long haul and trucking over shorter distances

- CN invests in technology and is prepared to extend our recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

- CN's safety culture, superior technology and operating experience would ensure safe operations across Canada, the U.S. and Mexico.

United Petrochemical Canada Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Edward Koshka, P. Eng
Executive Advisor and Director

cc: Parties of Record

Universal Rail SYSTEMS

April 21, 2021

To Whom It May Concern:

Universal Rail Systems Inc. (“Universal Rail”), a company headquartered in Sherwood Park, Alberta, Canada is one of Canada’s largest independent contractors of railway construction and maintenance services. Universal Rail is a key supplier to Canadian National Railway (“CN”).

I, Alfred Stanley, serving as Chief Executive Officer of Universal Rail Systems Inc., confirm that Universal Rail supports the approval of the proposed combination of CN and Kansas City Southern Railway Company (“KCS”).

As a supplier to the rail industry, we believe this merger to be beneficial to the industry and its customers and that it will promote and support continued growth and investment in the North American rail network.

As a key supplier to CN in Canada with firsthand knowledge of its commitment to safety and to serving its customers, we have no doubt that CN will continue living up to their reputation of maintaining and upgrading equipment and facilities through their extensive and continuous investment in the industry. Furthermore, we believe the merger will bring synergies to the rail industry, right sizing the railroad's fleet and increasing efficiencies within the rail business.

The new transportation services that CN-KCS will bring to their customers will stimulate growth in rail transportation, provide new competitive options, and shift freight from trucks on the highways to the rail system, which we believe will result in a positive environmental impact. Together, these benefits will support economic and employment growth in the United States, in Canada, and across the Continent under the USMCA trade agreement and support investments in new rail capacity that will benefit shippers, the public, and suppliers alike.

In summary, we see this transaction as beneficial and we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. Universal Rail is thus voicing strong support for this transaction and we respectfully urge you to approve CN's acquisition of KCS as swiftly as possible so that the positive impacts of this deal can be realized for the benefit of all stakeholders.

Respectfully,



Alfred Stanley
Chief Executive Officer
Universal Rail Systems

Universal Rail Systems
200, 50 Strathmoor Drive, Sherwood Park, AB T8H 2B6
Tel: 780.400.4104 Fax: 780.449.3800 www.universalrail.com

April 22, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

RE: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—
.Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown,

V3 Companies specializes in civil & rail engineering services. V3 often works closely with CN in the Chicago region either working directly for CN or in association with helping clients find solutions for their rail needs.

V3 is supportive of CN's acquisition of KCS because of the benefits a CN-KCS railway would bring by offering fast, safe, clean and direct service for North-South trade.

We believe that a combination of CN and KCS would help us meet our clients rail needs in our market. CN's strong track record of success with intermodal & Carload service gives us confidence that a combined CN-KCS would be well positioned to serve our clients' needs.

The KCS acquisition would open new opportunities for carload business and intermodal from Mexico into the Chicago region. New opportunities would mean additional companies looking for new facilities in the area which will drive development, new construction, and the need for engineering design services.

V3 is confident in and supportive of CN's proposed acquisition of KCS for all the reasons as stated above.

Sincerely,
V3 Companies

Ted Niemeyer
Vice President Railroad Services

cc: Parties of Record

Verplank

DOCK CO.

TELEPHONE (616) 842-1448 P.O. BOX 8 FERRYSBURG, MICHIGAN 49409

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: **FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company**

Dear Ms. Brown:

Since 1956, Verplank has been a supply chain provider to the US infrastructure. Our multi modal services move millions of tons of limestone and other dry bulk materials such as salt and sand. These commodities are the foundation of American industry, infrastructure, and power. Verplank has a long-standing partnership that goes back many years with CN and they are a vital multimodal transportation supply chain provider.

Verplank supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade. CN provides a network of multimodal networks through their rail, transload, trucking, Great Lakes docks and vessels.

We believe that a combination of CN and KCS would help the industry win in all markets. CN's strong track record of success with superior service, intermodal and safety gives the industry confidence that a combined CN-KCS would be best positioned to serve their needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance the industry's ability to be competitive in the Great Lakes transload and vessel markets. Offering Verplank extension to current KCS customers that would now be seamlessly served. This benefit would only result from a CN acquisition.

- CN's significant experience providing seamless service throughout their network and across borders.

- CN's commitment to multimodal services, infrastructure investment and asset investment is unique to any other railroad in North America. This diversity makes CN's acquisition of the KCS the logical choice.

- The CN acquisition of KCS will further enhance our competitive position is securing inland transportation and access to deep water ocean and Great Lakes docks.

Verplank is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Nathan Gates
President and COO



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Viandes Décarie uses Transx for Canadian Intermodal services with a strong business relationship for many years with a strong satisfied service.

Viandes Décarie supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Viandes Décarie uses Canadian trial axel Road services.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of intermodal from USA to Canada.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Viandes Décarie is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Samantha Lovell

Samantha Lovell
Agente logistique
Viandes Décarie | 9595, boul. Métropolitain Est, Anjou
T : 514.744.6641
www.viandesdecarie.com

David R. Brady
President

Yvette Solis
Village Clerk

VILLAGE OF BEDFORD PARK

6701 South Archer Road
Bedford Park, Illinois 60501
Phone: (708) 458-2067 • Fax: (708) 458-2079
www.villageofbedfordpark.com

Trustees:
Katrina M. Errant
Anthony W. Kensik
Dr. Thomas J. Pallardy
Gail P. Rubel
Terry J. Stocks
Nancy A. Wesolowski

April 22, 2021

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman:

Recently, Canadian National Railway Company (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 21st century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly in the Village of Bedford Park, Illinois. I believe that this combination would serve the Village well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in the Village and the Northeastern Illinois region.

For many years, CN has been an integral part of the transportation system in our area. Their freight railroad safely and reliably connects the Village of Bedford Park's businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, CN offers a sustainable transportation alternative to trucks – the more products we move by rail, the more we can help reduce greenhouse gas emissions and free up capacity on already congested roads and highways.

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of our local residents. CN and its US rail subsidiaries have operated in the U.S. for more than 100 years and CN is committed to being a strong local partner wherever it operates, including a positive and productive relationship with our Village. For the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

David R. Brady
Village President

Village of Hanover Park
Administration

Municipal Building
2121 West Lake Street, Hanover Park, IL 60133
630-823-5600 tel 630-823-5786 fax

hpil.org

Village President
Rodney S. Craig

Village Clerk
Eira L. Corral Sepúlveda

Trustees
Liza Gutierrez
James Kemper
Herb Porter
Bob Prigge
Rick Roberts
Sharmin Shahjahan

Village Manager
Juliana A. Maller

April 22, 2021

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman, Oberman:

Recently, Canadian National Railway Company (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 21st century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly in Illinois. I believe that this combination would serve the Village of Hanover Park and the Chicago region well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to our region.

The combined company would create a more efficient freight rail network that both our business and resident base rely on. We are hopeful this transaction will be able to provide more seamless transportation service that would not be available currently. In addition, the combined company's single-owner, single-operator service would enhance our ability to be competitive with other parts of the country and attract more businesses, jobs, and economic development to Northeastern Illinois.

We have maintained a strong working relationship with CN and have worked collaboratively with CN on a number of local issues in the Village like RR trespassing concerns. CN is committed to being a strong local partner in everyone community where it operates.

For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

Mayor Rodney S. Craig
Village of Hanover Park, IL

MICHAEL P. COLLINS
PRESIDENT

Michelle Gibas
VILLAGE CLERK

TRUSTEES
Harry Benton
Margie Bonuchi
Kevin M. Calkins
Patricia T. Kalkanis
Cally Larson
Brian Wojowski

April 25, 2021

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman:

Canadian National (CN) recently announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 21st century, connecting ports in the United States, Mexico, and Canada to facilitate trade and economic prosperity across the United States and particularly in Plainfield, Illinois. I believe that this combination would serve Plainfield well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in the Village of Plainfield and Will County.

For many years, CN has been an integral part of the transportation system in Plainfield. Their freight railroad safely and reliably connects local businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, CN offers a sustainable transportation alternative to trucks – the more products we move by rail, the more we can help reduce greenhouse gas emissions and free up capacity on already congested roads and highways.

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in every community where it operates. We appreciate their commitment to the community as Plainfield is fortunate to be a recipient of an EcoConnexions From The Ground Up Grant. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

Michael P. Collins
Village President

24401 W. Lockport Street Plainfield, IL 60544
Phone (815) 436-7093 Fax (815) 436-1950 Web www.plainfield-il.org

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

VIP Rail ULC is terminal industrial park that serves customers in the Chemical Valley of Sarnia Ontario. We provide last mile and first mile logistic solutions for customers that include transloading, warehousing, storage in transit and switching. CN serves our facility and ships products east/west and south as far as Texas. We look forward to the day our customer reach will extend as far as Mexico.

VIP Rail supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

VIP Rail is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

300 Kenny Street, P.O. Box 411, Sarnia, Ontario N7T 7J2
P: 519-383-7200 F: 519-383-7800
www.viprail.com * office@viprail.com

Sincerely,

Darcy M. Brede,
Chief Operating Officer

VIP Rail ULC

300 Kenny Street, P.O. Box 411, Sarnia, Ontario N7T 7J2
P: 519-383-7200 F: 519-383-7800
www.viprail.com * office@viprail.com

671943 Ontario Inc.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Viva Logistics Inc. is a refrigerated domestic intermodal and cross-border intermodal customer of both CN and TransX.

Viva Logistics Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

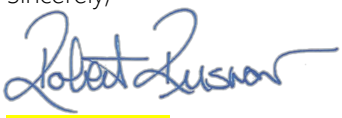
For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of refrigerated produce from the USA to Canada.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

201 Regional Road 42, Newcastle, Ontario, L1B 1L9 CANADA
P: 416.604.8484 **C:** 647.242.2742 **F:** 855.238.4862 **E:** rob@vivalogistics.ca W: vivalogistics.ca

Viva Logistics Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Robert Rusnov
President

cc: Parties of Record

VOLUME FREIGHT
SOLUTION DRIVEN INNOVATION

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

My name is Chris Fedorchuk and my business address is 100-1475 Chevrier Blvd, Winnipeg Manitoba. I am the President of Volume Freight Solutions Inc. In my role, I am responsible for generating new business and overseeing all our departments of transportation including intermodal and railcars.

Volume Freight Solutions Inc is a third party logistics provider handling all modes of transportation. Our main market consists of shipping agricultural products with CP from the Prairies to Vancouver and Montreal. As well as loading boxcars and hopper cars from MB & SK to Texas for furtherance into Mexico with CP/KCS. Our growth into the cross-border intermodal market is an area of focus.

Volume Freight Solutions supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Volume Freight currently loads boxcars and hoppers cars in Winnipeg MB with Agricultural commodities destined throughout the US and for furtherance into Mexico. Having CN and KCS join operations we hope to see better access to equipment availability due to increased network velocity. A potential reduction in transit times between Winnipeg and the Mexican market. And shared systems with better information sharing and visibility.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Volume Freight Solutions is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Chris Fedorchuk
President

cc: Parties of Record

April 21, 2021

Vossloh North America
1819 Denver West Drive, Suite 450
Lakewood, CO 80401
Phone: +1 (303) 296-3500
Fax: +1 (303) 297-2255
www.vossloh-north-america.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Vossloh North America (VNA) is a long term track material provider and maintenance service provider to Canadian National.

VNA supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

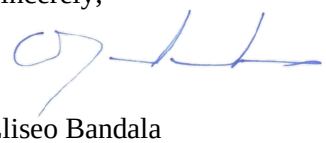
We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

VNA is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Eliseo Bandala
President & CEO
Rocla Concrete Tie, Inc.
Eliseo.Bandala@vossloh.com
720-480-9586

cc: Brett Urquhart, Zach Hansen,

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

April 23, 2021

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Voysus is a long-standing customer of CN. We ship predominately throughout Canada; however, we look to explore new gateways with our respective customers. Overall, our service with CN continues to exceed our expectation.

Voysus supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Voysus is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Voysus Connections Experts INC

Nushy Habib
President

cc: Parties of Record

VULCAFRIO S.A. DE C.V.

AV. SOR JUANA INES DE LA CRUZ # 331
TLALNEPANTLA DE BAZ CENTRO,
TLALNEPANTLA DE BAZ,
EDO. DE MEXICO, C.P. 54000
TELS: (55) 55 65 41 51, (55) 55 65 65 88
(55) 53 90 50 25.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD36514 Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries – Control—Kansas City Southern, the Kansas City Southhern Railway Company, Gateway Eastern Railway Company; and the Texas Mexican Railway Company

Dear Ms. Brown:

VULCAFRIO S.A. DE C.V. is a current vendor for both CN and KCSM providing chassis and container repair. For more than five years, we have provided service to both companies athe KCSM yards located in Toluca, San Luis Potosi and Salinas Victoria in the country of Mexico.

VULCAFRIO supports CN's acquisition of KCS. We believe that a combination of CN and KCS will generate more international trade, more containers and chassis that to be repaired. This will create more demand for labor in the local market in Mexico. The end result will be higher paying jobs for our Mexican employees. Additionaly, CN's has a a successful track record in Mexico. This provides us assurance that the CN –KCS combination will be able to integrate and partner effectively and seamlessly in Mexico.

The combined company would create a network which will result in a faster, safer and more economical rail option for the Mexican market. We are hopeful that this transaction will be approved.

Sincerely

William Matthew Hinds
Director
Vulcafrio S.A. C.V.
Tlalnepantla de Baz, EDM
Mexico
52 5525852342

WRC
FREIGHT SERVICES

PO Box 41153, Port Coquitlam, BC V3C 5Z9

April 22, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E Street S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Truck Corporation, and CN's Rail Operating Subsidiaries-Control-Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

W. Robins Consulting Ltd. (WRC) utilize the services of CN to ship regular volumes of mixed goods by Intermodal Container and railcar from Canadian origins to points in the United States. CN has provided exemplary service to WRC for close to 20 Years.

W. Robins Consulting Ltd. Supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additional, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end singles-owner, single-operator service which will result in a faster, safter and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of forest products and other dry goods from Canada to Mexico.

W. Robins Consulting Ltd. Is confident in, and strongly supports, CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to fruition.

Sincerely,

W. Robins, President
W. Robins Consulting Ltd

Warner
Petroleum Corporation

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Warner Petroleum Corporation has been a partner with CN for many years and involved in product transportation. Warner has been awarded several Safe Handling awards from CN due to our commitment to safety and we value the relationship with CN.

Warner Petroleum Corporation supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Warner Petroleum Corporation is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Jason R. Smith
Vice President of Supply & Sales

cc: Parties of Record

2480 South Clare Avenue Clare, MI 48617
Phone: (989) 386-4350 Fax: (989) 386-2045

WEBER OIL COMPANY INC. KIEL, WI

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Weber Oil Company, Inc. has supplied CN with diesel fuel for their locomotives since 2008.

Weber Oil Company, Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Weber Oil Company, Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Dennis Weber

Dennis K. Weber, CEO

cc: Parties of Record

Mailing address: P.O. Box 174 Kiel WI 53042 **Business address:** 23110 Mueller Road, Kiel WI 53042
Phone: 920-894-3611 1-800-472-2370 **Fax:** 920-894-7961 www.weber-oil.com

April 23, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Weichert Workforce Mobility Inc. has been a supplier of North American employee relocation and assignment support services to CN for over four (4) years. In this capacity, Weichert works directly to support CN's deployment of key personnel throughout the region in order to effectively meet evolving competitive business requirements.

Weichert Workforce Mobility Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Weichert Workforce Mobility Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Stephen S. Jones, Esq.
EVP General Counsel & Compliance
Weichert Workforce Mobility Inc.

cc: Parties of Record

WELDED TUBE OF CANADA

111 Rayette Road
Concord, Ontario L4K 2E9 Canada

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and C.N.'s Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Welded Tube of Canada Corp is a Canadian rail shipper using C.N. services to transport metal tube/pipe into Western Canada and the USA. The service C.N. provides into these shipping points is satisfactory to meet the needs of our current business.

Welded Tube of Canada Corp supports C.N.'s acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of C.N. and KCS would help us to win in our current markets and offer us opportunities in new markets. C.N.'s strong track record of success with superior service and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, C.N.'s successful track record of acquisitions over the past 25+ years also provides assurance that C.N. will effectively and seamlessly be able to integrate and partner with KCS.

Welded Tube is a manufacturer of metal tube and pipe products. We ship rail car units, as well as inter-modal.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of metal tubes and pipe from our Canadian locations to the Texas & Mexican markets.
- C.N.'s proposal embraces the spirit of the new STB rules, including the requirement to enhance competition– there is no ambiguity in where we stand on this issue, which is why C.N. did not even try to benefit from the waiver.
- KCS and C.N. have very little overlap and several connection points which will facilitate the combined railway to create new innovative transportation solutions that help Welded Tube of Canada Corp reach new desirable markets directly and economically.

- Single-linehaul will provide not only greater visibility to our traffic but will improve cycle times on our private fleet
- C.N. has a record of superior service at the borders and greater success with intermodal reducing friction for customers across geographies and transportation modes. This will also create a faster, safer and more economical rail option for a customer who currently relies on trucks

Welded Tube of Canada Corp is confident in and strongly supports C.N.'s proposed acquisition of KCS for all of the reasons stated above. We hope to see the premier 21st-century railway come to life.

Sincerely,

Roberto Amato

Rob Amato, CCLP, CPIM
Director, Logistics and Fleet Management

Welded Tube of Canada Corp.
☎ **905-669-1111 ext. 231** | 1-800-565-8823 (toll free)
☎ 416-518-3357 (Cell)
✉ ramato@weldedtube.com

WELLINGTON
GROUP OF COMPANIES

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Wellington Motor Freight is a current customer of CN, shipping intermodal containers on various Canadian, and U.S. Transborder lanes. Over the years, we have built a true partnership with CN. Our customers using the intermodal service benefit from a reliable and cost effective solution to ship their goods across North America.

WMF supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

WMF offers supply chain and transportation services to a variety of customers in North America. Our services include truckload, LTL, 3PL logistics and Cross Border transportation between Canada and anywhere in the lower 48 U.S. States.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless

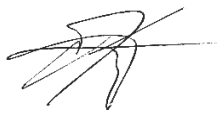
transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our customers' freight shipments between Canada and the USA.
- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway.
- Seamless operation equals speed for our customers – for service, customer service, billing, customs, notifications, one logistic platform.
- CN is uniquely positioned to offer a route that avoids the Chicago-congested area, a critical component of converting truck to rail and competing against other rail suppliers.
- CN consumes approximately 15% less locomotive fuel per gross ton mile than the industry average which would help our customers reduce GHG emissions by leveraging rail for the long haul and trucking over shorter distances
- CN invests in technology and is prepared to extend their recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

Wellington Motor Freight is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Derek Koza
President & CEO

cc: Parties of Record

Brian Ostlund
Transportation & Logistics Manager
Westaqua Commodity Group Ltd.
211-998 Harbourside Dr
N. Vancouver, BC
V7P 3T2

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Westaqua is a CN customer, and has been for many years. We work with the CN to facilitate the trade and movement of agricultural commodities across the United States and Canada.

Westaqua supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Westaqua has a consistent need for reliable rail service. Having the CN and the KCS as a single entity will allow us to better access and serve markets in other areas. This gives those customers potentially lower product cost and wider range of product options.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Westaqua is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Brian Ostlund
Transportation & Logistics Manager
Westaqua Commodity Group Ltd.

cc: Parties of Record

Western Clay Corp

600 McLennan Ross Building,

12220 Stony Plain Road, Edmonton,

AB T5N 3Y4 Care of Sean Parker

April 23 2021

Cynthia T. Brown

Chief, Section of Administration

Office of Proceedings

Surface Transportation Board

395 E. Street, S.W.

Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Western Clay Corp has had tremendous response from CN from 2019 and they provided us with strategic key rate so we would be able to service our clients in Asia. Western Clay Corp supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. We had preliminary discussions with US based Oil Dry , one of the leader in supplying bentonite products for retail in North America. Their processing facilities are located in Kansas and Georgia. We also have interest from Texas and we think the acquisition will make servicing these customers much easier.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of

acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Western Clay Corp plant is located adjacent to the rail track and we are required to move large volume across North America and to Asia with expected volume of 30,000 mt in 2021-2022.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of bentonite from Camrose Alberta to the Great Lake region for foundries and to Kansas / Georgia for cat litter US producers
- CN and KCS would provide shorter distances than would be offered by the proposed KCS and CP on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal, effectively creating a Greenway to compete with trucks from Mexico, through the US heartland to Canada.
- Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.
- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway
- Create new market reach (expand market options) for both sourcing of inbound and outbound opportunities.
- The merger will provide seamless North South connectivity which help further integrate North American supply chains
- Unlike other railroads, CN has a Chicago advantage when moving goods to Detroit or western Canada. It travels around Chicago not through the heart of the city, removing the risk of seasonal – sometimes crippling – rail bottlenecks and creating fewer interchanges.
- Together, CN and KCS would have a robust network of end-to-end single-owner, single-operator services from Mexico to Canada – more than any other Class I railroad – with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.

- This transaction would provide shorter distances than would be offered by the proposed KCS and CP transaction on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal.

- We have a track record of investing in the communities we operate in and engaging directly. We spent over $20 million USD in the past 4 years in local spending and Community Partnerships in the US.

- The greater use of combined transport helps lower transportation costs by allowing each mode to be used for the portion of the trip to which it is best suited and also helps reduce emissions, traffic congestion, accidents and the burden on overstressed transportation infrastructure

- CN invests in technology and is prepared to extend our recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

Western Clay Corp is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Pierre Thibault

Western Clay Corp CEO

cc: Parties of Record

WINDSTAR

20333 State Highway 249
Suite 400
Houston, TX. 77070

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: **FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company**

Dear Ms. Brown:

Windstar LPG, Inc. and its affiliated companies are active shippers of Refined Products and Natural Gas Liquids (NGLs) with both CN and KCS railroads from Canada to Mexico. For over 8 years we have been moving fuels from Canada/US to US/Mexico and during that time we have had the opportunity to work close with both parties and have built a strong business relationship with both parties.

Windstar LPG, Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We currently ship over 1,000 railcars per month of hydrocarbon fuels from the Canada/US to US/Mexico. For this movement to occur in a safe and financial responsible manner we rely on the services that both the CN and the KCS offer to us. We look to grow this business and see the value in having this acquisition take place, as it will streamline the process and yield a more efficient method of transportation.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of propane and refined products from Western Canada, the Bakken, and the Gulf Coast to Eastern and Central Mexico, where we have rail terminals that depend on this service for our wholesale and retail business in Mexico.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

- The acquisition will allow for faster movements from point A to point B, as now an interchange between two railroads slows down traffic significantly. The faster movement will allow for more efficient use of equipment, which in turn will make for a more efficient network overall.

Windstar LPG, Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Daniel Tabora
Chief Business Development Officer
Windstar LPG, Inc.

cc: Parties of Record

W Abrasives®

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Winoa USA Inc, a world leader for steel abrasives has partnered with CN since 2015 in getting our product to market from Welland, ON to Western Canada and Mexico.

Winoa USA Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Today, we depend on long haul trucking for shipments into Texas, Alabama and other states in the U.S. The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

W Abrasives®

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of steel abrasives from Ontario to the Southern U.S. and Mexico.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

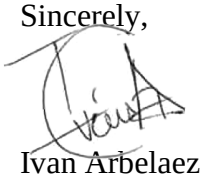
- Together, CN and KCS would have a robust network of end-to-end single-owner, single-operator services from Mexico to Canada – more than any other Class I railroad – with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.

1.

- Furthermore, This transaction would provide shorter distances than would be offered by the proposed KCS and CP transaction on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal.

Winoa USA Inc is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Ivan Arbelaez
Supply Chain Manager

cc: Parties of Record

April 23, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Wisconsin Great Northern Railroad, Inc.
N6639 Dilly Lake Road
Trego, WI 54888
Office: 715-635-3200
www.spoonertrainride.com

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Wisconsin Great Northern Railroad (WGNS) operates 23 miles of trackage in northwestern Wisconsin. We interchange solely with the Canadian National (CN) and handle most of our traffic from them on a Haulage basis so our success is largely dependent on their success. As a family owned and operated local railroad we are always looking to find ways to expand our shipper's markets. WGN supports CN's acquisition of KCS because a single-line CN-KCS railway would offer our shipper's faster, safer, cleaner and more direct service to KCS points and also to Mexico. We hope this will open up new opportunities for our customers and us.

Thank you,

Greg Vreeland

Greg Vreeland
President & General Manager
greg@spoonertrainride.com

cc: Parties of Record



Fifth & Fifth #2040, 605 - 5 Avenue SW Calgary, Alberta, Canada, T2P3H5
403.930.6440 www.wolverineterminals.com

April 25, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Wolverine Terminals ULC is a Calgary, Alberta-based company focused on the safe and efficient development of energy related marine terminals at key ports in Canada and the U.S. As a Canadian subsidiary of Wexford Capital LP and Gulfport Energy Corporation, Wolverine's experienced team has resources and a strong track record of building and operating safe, environmentally responsible and successful energy service businesses. Wolverine is in the final investment phase of a marine terminal project in Prince Rupert, British Columbia. This project is expected to receive FID in the coming weeks and is scheduled to be online in January 2023. Wolverine has entered into long term agreements with CN to service this project and although KCS does not service this region, our experience leads us to believe a merger of this nature will have a positive impact on the overall Port of Prince Rupert leading to increased business for Wolverine.

Wolverine supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Wolverine is currently developing a marine fuel bunkering service which will provide fuel delivery service to cargo vessels in the Port of Prince Rupert. The project requires rail service to ship marine fuel from North American suppliers to Prince Rupert. There are no other viable transportation alternatives to ship fuel to Prince Rupert. There are no existing pipelines to move marine fuel to Prince Rupert and it is impractical to move these products by truck.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Marine Fuel from Various suppliers throughout North America to customers entering Port of Prince Rupert for trade business.
- CN's commitment to work with other class 1s to keep existing gateways open, including Kansas City, and collaborate to grow volume will enhance competition.
- Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.
- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway.
- The merger will provide seamless North South connectivity which help further integrate North American supply chains.
- Customers of both companies would benefit from faster, safer, more direct, and more efficient service for North-South trade.
- Rail investment generates collaboration and business development opportunities.
- CN can help our customers reduce GHG emissions by leveraging rail for the long haul and trucking over shorter distances.
- CN invests in technology and is prepared to extend our recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.
- CN's safety culture, superior technology and operating experience would ensure safe operations across Canada, the U.S. and Mexico.

Wolverine is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Serge Bisson
President – Wolverine Terminals ULC.

cc: Parties of Record

ZIM Integrated Shipping Services (Canada) Ltd.
1155 Rene-Levesque West, Suite 400, Montreal, QC, H3B4R1
Tel. +1-514-875-4160 Email: kluge.volker@ca.zim.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

ZIM Integrated Shipping Services (Canada) Co. Ltd., is a long-time intermodal customer of CN. We are one of Canada's largest shipping companies and currently use CN services to transport our containers between various ports in Canada and inland destinations throughout Canada and the USA. The service that we receive from CN is excellent and due to this, we have been able to grow our business over the last few years.

ZIM supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

As the international intermodal business continues to expand, we believe that CN's acquisition of KCS will open additional opportunities for ZIM by providing single line routing to areas in the lower Midwest, Gulf coast and Mexico.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of containers from Vancouver to the Gulf coast.

ZIM Integrated Shipping Services (Canada) Ltd.
1155 Rene-Levesque West, Suite 400, Montreal, QC, H3B4R1
Tel. +1-514-875-4160 Email: kluge.volker@ca.zim.com

- CN 's significant experience providing seamless intermodal service throughout their network and across borders. We have many years' experience with CN's service from Vancouver to the US Midwest and believe their expertise will allow to expand our markets into other parts of the USA and Mexico.

ZIM Integrated Shipping Services (Canada) Co. Ltd., is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Volker Kluge
President
ZIM Integrated Shipping Services (Canada) Co. Ltd.

Cc:: Robert Pearson - CN

ZTR™

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

ZTR is a supply partner to CN, as well as other Class 1 Railroads and operators globally providing locomotive controls and other technologies.

We are supportive of the acquisition of KCS because of the benefits provided to the market by a network connecting Atlantic and Pacific ports with Canadian, American, and Mexican borders. Such a network would offer a fast, safe, clean and direct service for North-South trade.

As a supplier to the railway industry, we view the consolidation of KCS as strategic - it will support the growth of trade within North America and the growth of investment in the rail network which will benefit our company and we are confident the overall economy.

We are also receptive to the positive environmental and safety impacts of converting truck freight traffic to rail due to the energy efficiency of rail, and reduction of traffic on already crowded roads.

We see the acquisition of KCS as beneficial, we do not anticipate any negative impacts to the market at large, our company, or the environment.

ZTR is confident in and strongly supports the proposed acquisition of KCS for all of the reasons as stated above. We hope to see a premier 21st century railway come to life.

Sincerely,

Brian W. Nelson
Sales Director

cc: Parties of Record

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955 Green Valley Road, London, Ontario, Canada N6N 1E4 | 1-519-452-1233
www.ztr.com
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Atlantic Container Line

50 Cardinal Drive • Westfield, New Jersey 07090 • Tel.: 908-518-5300

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April 22, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Atlantic Container Line has been a customer of CN's for over 50 years. Our long-standing partnership via the port of Halifax serving all major inland points in North America has been one of the cornerstones of our business. CN is totally committed to their service product and we have been completely satisfied with them.

Atlantic Container Line supports CN's acquisition of KCS because of the superior benefits a CN-KCS Railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

ACL currently uses CN as well as CSX and Norfolk Southern for rail services. We also use multiple motor carriers in all major cities we serve in North America.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

ACL is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Brian McBride

Brian McBride
Vice President Logistics

Cc: Parties of record

ALLIANCE
ENERGY SERVICES

April 25, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Alliance Energy Services is an international wholesale propane marketing company based in North Kansas City, Missouri. We have been working with the Canadian National Railway Company (CN railroad) transporting propane via rail for over six years. We built-out a propane rail terminal located on a CN direct line. CN was very instrumental in helping us develop this site. We have also worked with the Kansas City Southern Railway Company (KCS) on some project planning and propane deals into Mexico. Both companies have proven to be excellent partners for our company.

Alliance Energy Services supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should I t go forward with an alternative combination.

We are also very interested in the concept of keeping jobs and infrastructure in Kansas City. This is another reason why we support the CN's acquisition of KCS and keeping the headquarters in the Kansas City area.

We have increased our rail shipping each year and have plans to expand in different markets starting this year. This acquisition will secure our confidence in the approaching markets and our project plans.

Alliance Energy Services strongly supports CN's proposed acquisition of KCS for all the reasons mentioned in this letter. Please feel free to reach out to me directly with any questions or further comments of support.

Sincerely,



Jason Doyle
President

Cc: Parties of Record

April 25, 2021

John O'Neil – Operations
110 Copper Creek Drive – Suite 201B
Markham, On
T: 905-493-5035 ext. 100 C: 416-728-2421
E: joneil@contourlogistics.ca

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Contour Logistics is a third-party logistics provider heavily involved in imports and exports for many of our clients worldwide. We depend on and have received excellent service from CN and its subsidiaries for over 20 years. We also have opportunities in Mexico to both the US and Canada that currently are not being facilitated but could be.

Contour Logistics supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We are currently using over the road services to move most of our business to and from the US due to the lack of intermodal options.
A combination of CN and KCS would vastly change our ways of moving freight not to mention the impact on the environment.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of all products to and from all cities US to Canada.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Contour Logistics is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

John O'Neil
President



302094

DUBO International Logistics Inc

ENTERED
Office of Proceedings
April 22, 2021
Part of
Public Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

DUBO International Logistics Inc is a customer of TransX Group of Companies since March 2021. François DuPlessis, one of the owners of DUBO Intl was a TransX employee from 1998 – 2005 and 2018 – Jan2021. TransX has been a great business partner.

DUBO Internatinal Logistics Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

DUBO International Logistics Inc. is a freight forwarder that uses all types of transportations in Canada and in the USA whether it's ROAD, INTERMODAL, AIR or MARITIME.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Vortex Coatings, St-Jean Packaging from Canada to the USA, from USA to Canada and USA to USA.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

DUBO International Logistics Inc is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



François DuPlessis
Co-Owner
DUBO International Logistics Inc

cc: Parties of Record

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Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Ocean Network Express (ONE) is global ocean container transportation company that utilizes intermodal rail services to transport ocean containers for both import cargo and export cargo to/from the US, Canada and Mexico. ONE relies on the CN and KCS railroad networks and services to connect North America to global markets in Asia, Europe, Africa and South America.

ONE supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the global markets in which we operate, benefiting our customers shipments of a variety of commodities to and from North America.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

ONE is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Ronnie Armstrong
Vice President, Inland Operations

PRINCE RUPERT PORT AUTHORITY
ADMINISTRATION PORTUAIRE DE PRINCE RUPERT
200-215 COW BAY ROAD / *CHEMIN COW BAY*
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April 21, 2021

Cynthia T. Brown
Chief, Section of Administration
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Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

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Dear Ms. Brown:

The Prince Rupert Port Authority (PRPA) is responsible for the overall planning, development, marketing, and management of the commercial port facilities within the Port of Prince Rupert, one of the fastest growing gateways in North America. Served exclusively by CN, the Port of Prince Rupert is a strategic gateway to enable trade between Asia and North America, facilitating more than $70 billion in trade annually.

The Port of Prince Rupert's container terminal, owned and operated by DP World, is a key point of entry for US imports of retail goods, consumer products, and auto parts to Chicago, Memphis and the entire US Midwest. The second expansion of the container terminal has just commenced which will establish nearly 2 million TEUs of capacity by 2024, and a second 2M TEU container terminal is in the early stages of investigation culminating to establish significant capacity for US import and export activity. The many strategic advantages of the Prince Rupert gateway have contributed to a strong value proposition of speed and reliability of service for US importers in addition to adding capacity for US export industries. In addition, the capacity at the Port of Prince Rupert has provided US importers and exporters much needed resiliency in their supply chains during periods of port congestion on the west coast.

PRPA and CN have been supply chain partners for decades, and much of our success can be attributed to the special working relationship we have together. PRPA and CN collaborate on infrastructure investments to our mutual benefit and approach common challenges and opportunities as a team to best serve the import and export industries we serve together. PRPA and CN regularly collaborate on joint marketing efforts and work together on everything from long term strategy to day-to-day operations to better the current and future needs of the industries we support and the economic benefits they create.

PRPA supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, and more direct service for North-South trade. In addition, the CN system linking Asia to the heartland of North America via the Port of Prince Rupert represents the lowest carbon intensity of any west coast trade route to the US Midwest assisting US importers in achieving their own carbon reduction objectives in their supply chains.

We believe that a combination of CN and KCS would help us better serve the needs of US import and export sectors. CN's strong track record of success with superior service, operational

excellence and safety gives us confidence that a combined CN-KCS would be best positioned to serve the needs of US industry. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical service into key US markets. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of auto parts, footwear and apparel, furniture, appliances, electronics and other consumer goods into KCS's intermodal terminals in Kansas City, Dallas, Jackson, Kendleton and West Monroe.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Importers in the US Midwest and South are too reliant on the Ports of Los Angeles and Long Beach and suffer from significant delays due to port congestion, as clearly demonstrated over the last 6 months. The Port of Prince Rupert offers importers the opportunity to diversify their port of entry, mitigate supply chain risks and ensure fast, reliable service.
- Transpacific sailing times are 3 days faster in Prince Rupert compared to the Ports of Los Angeles and Long Beach, meaning that containers are already in-transit to their final destination before they are unloaded in California.
- CN has demonstrated a strong commitment to invest in network capacity to support future growth, which has been a critical success factor in the growth and development of the Port of Prince Rupert.
- The CN system linking Asia to the heartland of North America via the Port of Prince Rupert represents the lowest carbon intensity of any west coast trade route to the US Midwest.

PRPA is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

PRINCE RUPERT PORT AUTHORITY

Shaun Stevenson
President & Chief Executive Officer

CC: Parties of Record