

BEFORE THE SURFACE TRANSPORTATION BOARD

301859

Finance Docket No. 36500

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

ENTERED
Office of Proceedings
March 31, 2021
Part of
Public Record

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

Applicants¹ respectfully submit the accompanying 259 statements of support from shippers and other supporters for the Board's consideration. These supporters have asked Applicants to submit their statements and letters to the Board on their behalf or have submitted them directly and asked Applicants to serve on all parties of record.

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

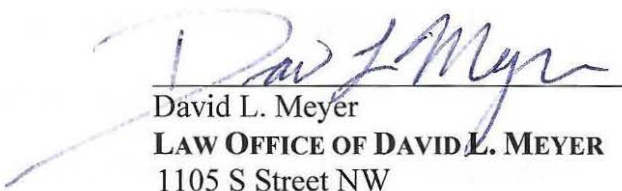
Respectfully submitted,

/s/ William A. Mullins

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2401 Pennsylvania Ave, N.W.
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Kansas City, MO 64121-9335
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Counsel for KCS


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Counsel for CP

Attorneys for Applicants

March 30, 2021

INDEX OF SUPPORTING STATEMENTS

STATEMENTS OF STATE AND LOCAL OFFICIALS AND CHAMBERS OF COMMERCE

Entity

Bossier Chamber of Commerce
City of Ruston
Committee of One Hundred, Inc.
Greater Shreveport Chamber of Commerce
Louisiana State Representative, District 6
North Louisiana Economic Partnership
State of Louisiana Economic Development

Witness

Lisa Johnson
Ray Watson
Mark Evans
Timothy J. Magner Ed.D.
Thomas A. Pressly
Justyn Dixon
Don Pierson

STATEMENTS OF PORTS

Port

Port of Port Arthur Navigation District of Jefferson County
Saint John Port Authority

Witness

Larry Kelley
Jim Quinn

STATEMENTS OF OTHER RAILROADS

Railroad

Boundary Trail Railway Co.
Cando Rail Services Ltd. – British Columbia
Cando Rail Services Ltd. – Saskatchewan and Ontario
Cando Rail Services Ltd. – Short Lines
Cando Rail Services Ltd. – Transload Ontario
Central Midland Railway
Chicago, St. Paul & Pacific Railroad
Dakota, Missouri Valley and Western Railroad
Genesee & Wyoming Inc.
GIO Railways Corporation
Great Western Group
Iowa Southern Railway
Iowa Traction Railway
Lake Line Railroad Inc.
Minnesota Northern Railroad
Northern Plains Railroad Inc.

Witness

Travis Long
Steve Bromley
Steve Bromley
Steve Bromley
Steve Bromley
Jordan Buck
Phil Smailes
Mark Trottier
Michael W. Peters
Gerry Gionet
Andrew Glastetter
Jordan Buck
Dave Fellon
Art Stacey
Jason Bierwerth
Jesse Chalich

Ontario Southland Railway Inc.
Reading Blue Mountain & Northern Railroad
Southern Railway of British Columbia Limited
Stewart Southern Railway
Twin Cities & Western Railroad Company
Vermont Rail System
Watco

Brad Jolliffe
Wayne A. Michel
Gerald Linden
Glenn Pohl
Mark Wegner
Selden Houghton
The Watco Team

STATEMENTS OF SHIPPERS

Entity

Adroit Overseas Enterprises Ltd.
Aeropres Corporation
AgMotion Pet Food Ingredients
Ag Processing Inc.
Agrex Inc.
Agrocorp Processing Limited
Alberta's Industrial Heartland Association
Alberta Midland Railway Terminal Ltd.
Alerio Marketing Inc.
American Iron and Metal Inc.
A.P. Moller - Maersk
APM Terminals Lazaro Cardenas
APPRO Development, Inc./Cerron Commercial Properties
APPS Transport Group
Arrow Transportation Systems Inc.
Arthur Companies
ASL Distribution Services Ltd.
Aspen Planers Ltd.
AV Terrace Bay Inc.
Axis Warehouse LLC
Axsun Inc.
Bay and Bay Transportation
Bell Gaz and Energie Sonic
Bestway Cartage Limited
Bison Transport

Witness

Yogesh Raipuria
Casey Rhymes
Michael Peterson
Greg Twist
Chris Wetzell
Navin Kumar Askaran
Mark Plamondon
Kelly Sledz
Tai Tran
Mark Hudson
Jonathan Sinton
Jose Rueda Salinas
Jack Matasosky
Lance Norman
Randy Zulinick
Kevin Karel
Cole Dolny
Abby Mann
Vishnu Sharma
Daniel Goldberg
Steve Ramescu
Lisa Anderson
Dominic Belleville
Frank Figliomeni
Brad Chase

Entity

Boise Cascade
Boral Industries Inc.
Border Chemical Company Limited
BridgePoint Logistics Inc.
Bulkmatic Transport
Canadian International Freight Forwarders Association
Canpotex Ltd.
Caravan Supply Chain Inc.
C.A.T. Global Logistics
Celtic International, a Transplace Company
Centennial Energy, LLC
Centerville Iron & Metal Inc.
Centerville Produce LLC/Centerville Feed Processing
CentrePort Canada Inc.
Ceres Global Ag Corp.
Chemtrade Logistics Inc.
CMA CGM (America) LLC
Coca-Cola Canada Bottling Limited
Conagra Brands
Consolidated Fastfrate Inc.
Continental Intermodal Group LP
Continental Logistics Ltd.
Cornerstone Systems
COSCO SHIPPING Lines (North America) Inc.
CTI Freight Systems Inc.
Custom Stud, Inc.
CW Metals
C. Czarnikow Sugar Mexico, SA de CV
Desarrollos Ambois, S.A. de C.V.
Dominion Railway Services Ltd.
DP World – Americas
EACOM Timber Corporation
ENX Inc.
ETG Commodities Inc.
EuroChem North America Corp.

Witness

Scott Martini
Terese Hunwick
Dennis Smerchanski
Anurag Arun
Alfie Bingham
Bruce Rodgers
Vee Kachroo
Barry O'Neill
Derrick Broome
Douglas Punzel
Chris Stevens
Bryan Fitzsimmons
Ryan Stober
Diane Gray
Robert Day
Mark de Hueck
Bob Basila
David Keenan
Mark Sauve
Manny Calandrino
James Price
Chad Nielson
Ronald C. MacDonald
HE Qin
Chris Mnichowksi
Martin Kiehm
Neil Byce
Fernando Mosso
Manuel Cruz
Shawn I. Smith
Matthew Wells Leech
Saulo Peranton
James McPherson
Loveraj Rai
Donal Lambert

Entity

Eusu Logistics
Evergreen Shipping Agency (America) Corp.
EVRAZ North America
Express System Intermodal, Inc.
Farmers Elevator Company of Honeyford, ND
Farmward Cooperative
Fastfrate Integrated Logistics
Fisher Wavy Inc.
F.J. Robers Co., Inc.
FMI Logistics Inc.
Food, Health, and Consumer Products of Canada
Fraser Plastics Ltd.
Fuze Logistics Services Inc.
G3 Canada Limited
GAC Chemical Corporation
General Recycling Industries Ltd.
Global Container Terminals, Inc.
Global Furniture Group
Gopher Resource
Great Northern Grain Terminals Ltd.
Green Bay Packaging, Inc.
Greenfield Global Inc.
Greenlight Traffic and Distribution Inc. Groupe
Robert
Guanajuato Energy Terminal
GX Transportation
Hapag-Lloyd (America) LLC.
Harbour Metals Recycling Ltd.
Hardisty Energy Terminal Limited Partnership
HCL Logistics Inc.
H.J. Baker Sulphur Canada ULC
HMM (America), Inc.
Howard Energy Partners
Hudson's Bay

Witness

James Gibson
Peter Wan
James "Skip" Herald
Mark D'Ascenzo
Kevin Peach
Kurt Soupir
Frank Figliomeni
Andy Wallgren
John Noyes
Dan Leavens
Michael Graydon
Happy Gill
Alex Boisseau
Don MacDonald
David Colter
Dan Calder
Doron Grosman
Barry Chypyha
Ray Krantz
Jackie Bodner
Frank E. Miller
Chris Deline
Augustin Martin
Richard Daigneault
Brad Sanders
Dan Colagiacomo Thomas
Engel
James White
Doug Atkins, Jim Albertson
Mike Pullam
Brian Wolfe
Junguyb Lee
Roy Patton
Alex Boyd

Entity

Hyundai Glovis
Ice B'Gone Magic – Taconic Maintenance
IMCO International Steel Trading Inc.
Independent Energy Corp.
Interfor Corporation
Interstate Asphalt Corp.
James Valley Grain LLC.
J.D. Irving, Limited, Pulp & Paper Division
J.D. Irving, Limited, Sawmills Division
K+S North America Corporation
Kansas City Smartport, Inc.
Keltic Transportation
Kirkeide's Northland Bean and Seed Co., Inc.
Kiros Energy Marketing
Kraft Heinz
L. Hansen's Forwarding Ltd.
La Milanaise Inc.
Lafarge Canada
Lakeside Foods Inc.
Landmark Countryside Cooperative
Logistics Alliance
Mactrans Logistics Inc.

Maine Propane Distributors
Maine Woods Company, LLC
Meadowland Farmers Coop
Medlog Canada
Mercury Resources LLC
Midwest Bulk Transload
Mutual Transportation Services Inc.
National Cold Chain Inc.
Nestle Canada Inc.
Nestle USA
New World Global, LLC
NFI Industries

Witness

Harrison Kim
John Parker
Doug Little
Brad Tuomainen
Craig Dohm
Brian Inniger
Eric Larson
Mark Mosher
Jean-Guy Bourque
Richard Pinner
Chris Gutierrez
Orlando Mazzuca
Joel Schimke
Lori Unger
Eric Kaufold
John DiBernardo
Steve Castegan
Chuck Boa
Dave Liermann
Josh Grunnet
John De Rose
Rico Covello, Joel MacKay,
Jane Ayn Lynden
Rob E. Cort
Chris Castano
Mike Trosen
Justin Berthiaume
Margo Brock
Ted Kennedy
Chris Chapin
Jason Venditti
Leslie Nicholson
Jim Wells
Esteban Benavides Chavez
Mark McKendry

Entity

Nichol and Diamond Consulting Ltd.
North Atlantic International Logistics Inc.
North Dakota Grain Dealers Association
Ocean Network Express, (North America) Inc.
OEC Group
OK Foods
Oleet Processing Ltd. dba O&T Farms
Olimag Sands Inc.
OOCL Ltd.
Ostara Nutrient Recovery Technologies Inc./Ostara USA LLC
Park Farm Grains Ltd.
Paterson GlobalFoods Inc.
Pattison Sand Company
Performance Office Papers
Pestell Pet Products Inc.
PFL Petroleum Services Limited
Phoenix Park Energy Marketing LLC
Pique Supply Corp.
Pleasant River Lumber Co. Inc.
Port Arthur Terminal LLC
Priam Logistics Inc.
Pro Ag Farmers Coop
Pullman Innovations
Purely Canada Foods
Purolator Inc.
Ragasa Industrias
Re Transportation, Inc.
Red Leaf Pulp
R.G. Phillips Group of Companies Inc.
Routes Transportation Group
Sacramento Energy Resources, LLC
Salt Source LLC dba U.S. Salt
Sharp Base Shipping and Transport (Canada) Ltd.
Simard Transport
Simba Transload Ltd.

Witness

Michelle Toma
Rob Birch
Stu Letcher
Ronnie Armstrong
Marc Bibeau
Russell E. Bragg
Dustin Preun
Benoit Piuze
Eric Witsaman
Patrick Mitchell
William R. McLeod
Andrew Paterson
Kyle Pattison
Brad DeFauw
Christine Hoffman
Curtis Chandler
Donnie Schubert
Stephanie Kennedy
Stephen Banahan
Brad Sanders
Troy Wasmuth
Joel Fenger
Joseph Thomas
Ray Hassan
Joe Lombardo
Francisco Belden
Brian Johnson
Joe Hinz
Greag Phillips
William Wallace
Mitchel Johnson
Jake Biesanz
Ron Law
Donald Abraham
Marvin Trimble

Entity

Smart Sand Inc.
Soprema Inc.
Southland Pulse Inc.
South West Terminal
Sterilite Corporation
Stone Arch Commodities
StyroChem Canada
Suministros Industriales Potosinos, S.A. de C.V.

Sunrise Foods International, Inc.
Tepper Holdings Inc.
Ternium México S.A. de C.V.
Texas Deepwater Partners LLC
The Mountain View Group
Thunder Bay Terminals Ltd.
Timiron LLC
Tolko Marketing and Sales, Tolko Industries Ltd.
Topecean Consolidation Service, Inc.
Torq Energy Logistics Ltd.
Traffic Tech Inc.
Transcare Logistics Corporation
Transport Procal
Transport Services & Logistics Canada Ltd.
Tuscarora Grain Co., LLC
TYT Group Inc.
Uline, Inc.
US Commodities, LLC
USD Group LLC
USD Terminals Canada
Usine Sartigan Inc.
V Modal Mexicana, Sociedad Civil
Van-Kam Freightways Ltd.
Vision Transportation Systems Inc.
Viterra Canada Inc.
Vogelsberg Trucking Inc.

Witness

John Young
Nathalie Hamel
Shawn Madsen
Robert Chapman
Steven Stone
Revis Stephenson
Marc Cayouette
Francisco Xavier Zermeño
Urquiza
Michael Corbett
Ronald Tepper
Adrián Estrada Montemayor
Josh Ruple
Mark Thomson
George Strandberg
Timothy Chutz
Brad Eckford, Pino Pucci
William Wang
Steve Smith
Dave Taylor
Steve Taylor
Jacques Boileau
Craig Bailey
Chris Johnson
Patrick Turcotte
Angelo Ventrone
Luke Vander Aarde
Brad Sanders
Jim Albertson
Louise Fluet
Francisco Javier Vera Lima
Derek Power
Robert Champagne
Dean McQueen
Paul Pickering

Entity

Volume Freight Solutions Inc.
W.A. Grain & Pulse Solutions
W. Robins Consulting Ltd.
Welded Tube of Canada
Western Asphalt Products
Weyburn Industrial Transload Inc.
Wheaton-Dumont Co-Op Elevator
Wilton Farmers Union Elevator
Windstar LPG, Inc.
Woodland Pulp LLC
WTC Group Inc.
XTL Transport Inc.
Yang Ming (America) Corp.
Zekelman Industries

Witness

Chris Fedorchuk
Chris Chivilo
Wayne Robins
Roberto Amato
Dean Arnill
Blair Stewart
Philip Deal
Mark Jennings
Daniel Tabora
Chuck Thompson
Jordan Atkins
Craig Germain
Lance Lin
Jeff Shulman

STATEMENTS OF OTHER SUPPORTERS**Entity**

Alberta Prairie Railway
Alliance Wheel Services, L.L.C.
Automotive Rentals, Inc.
Canada Drayage Inc.

Canadian Heartland Training Railway
Crawford Oil Co., Inc.
Forty Mile Rail
Freightcar
Holden America IL, LLC
Interstate-McBee Interstate Diesel Service Inc.
Ronsco
Stella-Jones Corporation
Sumitomo Canada Ltd.

Witness

R.C. "Bob" Willis
Kevin P. Deany
Bob White
Kevin Hankinson,
Gianna Primiani
Kevin Budd
Jonathan J. Crawford
Paul Laqua
Robert Ness
Bruno Pietrobon
Patrick Roach
Kent Montgomery
George W. Caric
Denis Schaeffer

CERTIFICATE OF SERVICE

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

/s/ *Freesia M. Ferrantino*

Freesia M. Ferrantino

March 30, 2021

2021 Board of Directors

Executive Committee:

Barry Regula – *Chairman*

Margaritaville Resort Casino

Eric Barkley – *Chair Elect*

CenterPoint Energy

Nicole Wilhite – *Finance Chair*

Citizens National Bank

Patrick Gullatt – *Past Chair*

Barksdale Federal Credit Union

Mike McSwain – *Gov Relations Chair*

Mike McSwain Architect, LLC

Kathy French –

Business/Workforce Dev Chair

Port of Caddo-Bossier

Col Jeff Beene, USAF Retired –

Military Relations Chair

Cyber Innovation Center

Mike Busada – *Community*

Sustainability Chair

Butler Snow LLP

Directors:

Rick Bateman, Jr.

Bossier Parish Community College

Omar Bhatti

GDIT

Jerome Dubose

LA Tech Research Institute

Daniel Keeton

Citizens National Bank

Charley Kingery

Wieland

Rhonda MacIssac

Willis-Knighton Health System

Terry Moore

Merrill Lynch

Brad Morris

Cyber Innovation Center

Gordon Mosley

Mosley Title Co

Jonathan Reynolds

Carter Credit Union

MSgt David Stuart, USAF Retired

KT Consulting

Col. Scott Solomon USAF Retired

AT&T Government Solutions

Carl Thibodeaux

Community Bank of Louisiana

Jennifer Varnadore

CHRISTUS Shreveport-Bossier Health

Lance Mosley

Mosley Title Co

Lisa Johnson

President/CEO

Surface Transportation Board

395 E St, SW

Washington, DC 20423

On behalf of the board of directors of the Bossier Chamber of Commerce located at 710 Benton Road please accept this letter of support for the approval of CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition and economic development. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help the businesses in our Northwest Louisiana region to reach new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. We believe strongly that this consolidation will create new economic development opportunities creating significant investment and job creation.

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

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

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



Lisa Johnson
President/CEO

VERIFICATION

I, Lisa Johnson, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter. Executed on March 30, 2021



Lisa Johnson



Mayor Ronny Walker

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

March 30, 2021

Re: Support of the CP/KCS Purchase

My name is Ray Watson and my organization's address is 401 North Trenton Street, Ruston, LA 71273. I am the Economic Development Administrator for the City of Ruston. In my role, I am responsible for recruiting, retaining and growing tier one businesses.

The City of Ruston partners with KCS rail to ensure that businesses have the rail service needed to perform at their maximum capacity. We also work with KCS to identify and correct any safety issues for the city of the rail line. We are currently working with them to identify available tracts of land for future development that either existing spurs can be expanded or new spurs can be built to service future clients.

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

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition and economic development. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help the businesses in North Louisiana reach new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. We believe strongly that this consolidation will create new economic development opportunities creating significant investment and job creation.

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

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

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



Mayor Ronny Walker

Board of Aldermen

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

VERIFICATION

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

Executed on 30th day of March 2021 [date].

Carroll Ray Watson [Signature]
C. Ray Watson
Economic Development Administrator

Mobilizing business for a better NW Louisiana –
COMMITTEE OF ONE HUNDRED, INC.

P. O. BOX 563
SHREVEPORT, LOUISIANA 71162-0563

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

Member of the Board:

I am writing on behalf of the members of the Committee of One Hundred, Inc. whose mailing address is P. O. Box 563, Shreveport, LA 71162. For over 60 years, the Committee of One Hundred, Inc. has sought to identify opportunities and needs within Northwest Louisiana, and has worked to remove obstacles and silos, and create pathways to success.

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

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition and economic development. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help the businesses in our region reach new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. We believe strongly that this consolidation will create new economic development opportunities creating significant investment and job creation.

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

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

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

Mobilizing business for a better NW Louisiana -
COMMITTEE OF ONE HUNDRED, INC.

P. O. BOX 563
SHREVEPORT, LOUISIANA 71162-0563

approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Sincerely,

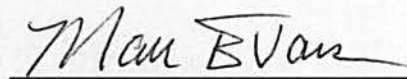


Mark Evans
President

VERIFICATION

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

Executed on March 30, 2021

 [Signature]

Mark Evans



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

March 29, 2021

Member of the Board:

I am writing on behalf of the Members and Board of Directors of the Greater Shreveport Chamber of Commerce, located at 400 Edwards Street, Shreveport, LA 71101. Since 1910, the Greater Shreveport Chamber has served the Shreveport-Bossier area as a catalyst for business development and nexus for community engagement.

Over the years, the Greater Shreveport Chamber has engaged with Kansas City Southern (KCS) and recognizes the critical role that KCS plays in the Shreveport-Bossier economy. As such, the Greater Shreveport Chamber is pleased to provide this letter in support of the approval of the Canadian Pacific/Kansas City Southern combination. We believe the merger will provide significant benefits to our community and to the region, and we are eager to see them realized as soon as possible.

We believe that the transaction promises to provide improved service options and invigorate transportation competition and economic development. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help the businesses in Northwest Louisiana and beyond reach new markets more efficiently. And, with the two railroads' strong focus on safety and their respective track records of operational excellence, we are confident that CPKC will be able to integrate their operations efficiently and expand the benefits available to rail customers and other stakeholders. We believe strongly that this consolidation will create new economic development opportunities, stimulating significant investment and jobs.

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

Further, this merger will offer a unique opportunity to fuel economic growth across North America while reducing freight congestion, thereby reducing the environmental impact of fossil fuels and strengthening competition in the freight transport marketplace.

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





GREATER SHREVEPORT CHAMBER

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.

Best regards,

Timothy J. Magner Ed.D.
President

VERIFICATION

I Timothy J. Magner Ed.D., 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 3/29/21

Timothy J. Magner Ed.D.
[Insert typed name]

[Signature]



THOMAS A. PRESSLY
Louisiana State Representative
District 6

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

Dear Chairman Oberman,

Please accept this letter of support of the merger of Canadian Pacific and Kansas City Southern to create the first rail network connecting the United States, Mexico and Canada. As a Louisiana State Representative representing portions of Shreveport and Bossier City, I welcome this merger as an opportunity to expand services to our region of the state and grow jobs and opportunities in Northwest Louisiana.

This merger is a tremendous opportunity to create additional operations, training, mechanical, and other jobs in the Shreveport-Bossier area, including at the Deramus Yard, largest of KCS's U.S. railyards. Additionally, the CPKC network would provide additional direct shipping opportunities from our region which could create indirect jobs in our area in the shipping, logistics, and transportation field. From my perspective, the transaction promises to provide improved service options and invigorate transportation competition and economic development not only in Northwest Louisiana, but throughout North America.

The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help businesses in our region and state reach new markets more efficiently. Additionally, the new CPKC single-line routes will expand access to growing markets across the United States, Mexico and Canada that are part of the USMCA trade agreement. Having our community, which has been an integral part of the KCS line since the inception of the railway, at the center of the North-South, East-West corridor in the United States provides significant opportunities for growth in our region through the USMCA trade agreement.

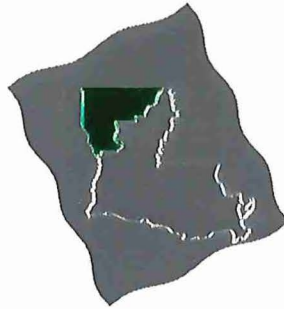
Further, with the two railroads strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. I believe strongly that this consolidation will create new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

For these reasons, I am proud to voice my strong support for the combination of CP and KCS, as it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Therefore, I urge the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Sincerely,

A handwritten signature in cursive script, reading "Thomas A. Pressly".

Thomas A. Pressly



NORTH LOUISIANA ECONOMIC PARTNERSHIP

March 29, 2021

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

RE: CP/KCS Merger

To Whom It May Concern:

The North Louisiana Economic Partnership (NLEP) is submitting this letter of support for the approval of the Canadian Pacific (CP)/Kansas City Southern (KCS) railway merger. The NLEP is a regional economic development organization covering a fourteen-parish (county) territory in North Louisiana, and our mission is to advance the regional economy by supporting job growth and capital investment in this region. From our experience working with existing and prospective companies, we consider the rail infrastructure of KCS a significant asset for meeting our mission.

Access to rail has increasingly become a major factor for the projects we manage. Agriculture, energy, and manufacturing are leading industries in the State of Louisiana as a whole, therefore having a variety of reliable transportation options is critical for our economic health. KCS entered into a joint venture to create the Meridian Speedway, which is the fastest rail route between Dallas and the northeast. This high-speed rail route originates in Shreveport, LA. Not only does KCS offer rail access, but its routes also provide our region a competitive advantage.

The NLEP has worked with KCS throughout our existence, but over the last five years that relationship has grown much stronger and more collaborative. Frequently the KCS Industrial Development Manager and other KCS representatives are critical members of our project teams when working with new or existing businesses considering a new location or expansion. KCS's partnership has been instrumental in helping our region both retain and grow jobs as well as ensure our companies remain competitive in the global market.

The NLEP was excited to learn of the potential CP/KCS merger, as we believe the transaction would provide significant benefits that we are eager to see realized as soon as possible, such as:

- **Improved service options.** This larger rail network would invigorate transportation competition and improve economic development potential for North Louisiana. The combined CP/KCS network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help the businesses in North Louisiana reach new markets more efficiently. And, with the two railroads' strong focus on safety and their

ECONOMIC DEVELOPMENT • WORKFORCE • ADVOCACY

Regions Tower, 333 Texas Street, Suite 411 • Shreveport, LA 71101 • 318.677.2536 | Premier Plaza, 1900 North 18th Street, Suite 501 • Monroe, LA 71201 • 318.387.0787

www.nlep.org

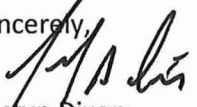
track record of operational excellence, we have no doubt that CP/KCS will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

- **Expanded Market Access.** We are particularly enthusiastic about the role new CP/KCS single-line routes will play in expanding access for North Louisiana companies 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 for the agreement to achieve its intended economic development outcomes. We believe strongly that this consolidation will create new economic development opportunities for companies in our region that will result in significant new investment and job creation.
- **Reducing roadway congestion.** This merger offers a unique opportunity to fuel economic growth across North America while reducing freight congestion, helping the environment, and strengthening competition in the freight transport marketplace.
- **Strengthen quality jobs in North Louisiana.** KCS currently employs over 700 residents of North Louisiana and we believe this merger would not only retain those jobs but could lead to an increase in quality jobs here over time if the above results are realized.

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

Thank you in advance for your favorable consideration of this acquisition and merger.

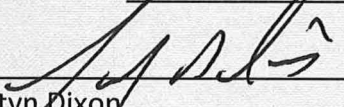
Sincerely,


Justyn Dixon
President

VERIFICATION

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

Executed on 3-30-2021 [date].

 [Signature]

Justyn Dixon



March 29, 2021

To Whom it may concern:

My name is Don Pierson, and my organization's address is 617 North Street, Baton Rouge, Louisiana. I am Secretary of Louisiana Economic Development. In my role, I am responsible for building a vibrant economy in the State of Louisiana.

LED is a strong partner to KCS, and works with KCS to secure logistics and transportation services for many of Louisiana's largest manufacturing operations. LED supports approval of the CP/KCS combination. We believe the transaction would provide significant benefits that we hope to see realized as soon as possible. Of particular interest is the expansion and further development of passenger rail service in the State of Louisiana.

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition and support economic development. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – will help businesses across our state and beyond. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. LED understands clearly that this consolidation can create new economic development opportunities as well as new investment and job creation.

We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada that under the USMCA trade agreement. This merger offers a unique opportunity to fuel economic growth across Louisiana and North America.

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

Best regards,

A handwritten signature in black ink, appearing to read "Don Pierson".

Secretary, Louisiana Economic Development

March 29, 2021

VERIFICATION

I Donald M. Pierson Jr, declare under penalty of perjury that the foregoing is true and correct.

Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 29, 2021

A handwritten signature in black ink, appearing to read "Donald M. Pierson Jr.", with a stylized, cursive script.

Donald M. Pierson Jr.



March 29, 2021

Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Re: *Support for Canadian Pacific Railway and Kansas City Southern Railway Company Transaction*

Surface Transportation Board:

My name is Larry Kelley and my organization's address is 221 Houston Ave, Port Arthur, TX 77641. I serve as the Port Director/CEO of Port of Port Arthur Navigation District of Jefferson County. I am responsible for the direct management of the organization, finance, operations and real estate of a modern rail served public maritime facility.

The Port of Port Arthur has a longstanding, mutually beneficial relationship with the KCS. The community of Port Arthur, TX was the original terminus of the railroad. The city, port and KCS' history are closely linked. Historically and today the port attracts business to the railroad and the KCS brings business to the port in an interdependent relationship. Over the years in partnership with the KCS the port has acquired modest lands from the railroad. Each time the port has developed those lands into sustainable port and rail cargo volumes.

The Port of Port Arthur supports timely approval of the CP/KCS combination. The transaction would potentially provide significant benefits to the port in terms of enhanced connectivity and new market development, while leveraging the port's own capital expansion activity.

To the port, the transaction provides the opportunity for improved service options, stimulate competition and economic development. The combined CPKC network should provide new single-line hauls and access to premier ports, such as the Port of Port Arthur, as well as other ports in the U.S. Gulf, Atlantic and Pacific coasts. Improved access to key overseas markets and new markets will aide many businesses in the South East Texas-Port Arthur region. Optimistically and without exception, import and export customers have given us positive feedback about the combination. With a unified culture of safety and focus on operational excellence, the CPKC integration should benefit rail customers and other stakeholders. We strongly believe this consolidation will create new economic development opportunities, significant investment, and job creation.

Port of Port Arthur

221 Houston Avenue

P.O. Box 1428

Port Arthur, Texas, 77641

409.983.2011

portpa.com

We are particularly enthusiastic about the combined CPKC single-line routes. For us and many rail users this will expand access to growing or underserved markets across the United States, Mexico and Canada. We believe it is important that there be an actual USMCA railroad option.

This merger offers a unique opportunity to stimulate economic growth across North America while sustainably reducing freight congestion and strengthening freight market competition.

As described, the Port of Port Arthur is supporting the combination of CP and KCS, to enhance competition, provide expanded options and drive efficiencies for a wider variety of customers. The Port of Port Arthur urges the STB to approve CP's timely acquisition of KCS. Timely integration of these systems generating end-to-end benefits is in the public interest and U.S. commerce. If you have any questions or desire further comment, please feel free to reach out to me.

Sincerely,



Larry Kelley
Port Director/CEO
Port of Port Arthur

VERIFICATION

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

Executed on 03/29/2021 March 29, 2021].

Larry Kelley  [Signature]
[Insert typed name]



Surface Transportation Board
395 E Street SW
Washington, DC 20423

ATTENTION: SURFACE TRANSPORTATION BOARD

My name is Jim Quinn, and my business address is 111 Water Street, Saint John, New Brunswick, Canada. I am President and CEO of The Saint John Port Authority. In my role, I am responsible for all management and operations of Port Saint John.

Port Saint John is experiencing tremendous growth due to our partnership with CP Rail and their network. Importers and exporters are looking for increased optionality particularly as labor stoppages and congestion continue to affect the transportation sector. The CP-KCS transaction would offer the first complete North American network connecting ports across the continent. Port Saint John is excited about the potential to have connectivity from eastern Canada through Kansas City and beyond.

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

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CP-KCS network – with new single-line hauls and access to premier ports on the U.S. Gulf, and the Atlantic and Pacific coasts as well as to key North American cities and 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 CP-KCS will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. CP has already proven their track record of seamless connectivity with their acquisition of CMQR that leads to Port Saint John by investing heavily in rail safety and expediting investment to accommodate demand. We see this transaction as uniquely beneficial to the North American transportation network as it will provide the first contiguous Canada-United States Mexico rail network connection.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options. The seamless connection from Port Saint John, through the mid-western United States down to Mexico offers a tremendous opportunity for the entire transportation network.

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

We have been struck by the attention of CP and KCS to safety and operational effectiveness. CP Rail has made significant upgrades to the former CMQR line in Maine offering a safer, faster more effective line for rail traffic. Their track record for investment is clear and proven to both Port operators and steamship lines.

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

VERIFICATION

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

Executed on March 26, 2021.



Jim Quinn



3-346 Fuller Avenue
Manitou, Manitoba
Canada
R0G 1G0

United States Surface Transportation Board
Washington, D.C.

March 25, 2021

Support for Canadian Pacific Railway/Kansas City Southern Lines Combination

Boundary Trail Railway Company ("BTRC") is a private short line railway company operating a network connecting with the Canadian Pacific Railway (CPR) south of Winnipeg, Manitoba, Canada. Our customers ship grain, fertilizers, special crops, plastics, and steel in and out of our growing region in southern Manitoba. Our customers include U.S. shippers such as Simplot out of Boise, ID.

We have a deep and close relationship with our American neighbours in North Dakota, and by extension with the Northern Plains Railroad who operate a few miles south of the border. We have an integrated rail services partnership and together with CPR we offer complete transportation solutions for our Canadian and U.S. customers.

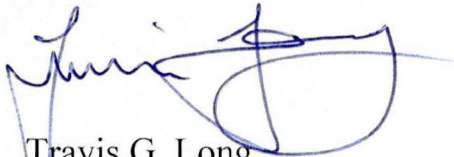
We see nothing but exciting potential and further market access benefits for our shippers from a CP/Kansas City Southern combination. We can see fertilizer coming from new origins, potential new destinations for Manitoba-originated commodities, and new transload opportunity for industrial products as a result of a single-line railroad that extends from the "heartland of Canada" where we are located, throughout the U.S., and into Mexico. As a small short line player in a large industry, we are keen on opportunities that diversify and grow our business, and provide significant benefit to our customers. BTR accordingly enthusiastically

supports the STB approval of CP's proposed KCS combination in a quick and efficient manner.

We have the privilege of BTR of operating on CP lines in Manitoba and elsewhere as a result of trackage rights agreements. We know of CP's intense focus on safety and operating practices, and their commitment to the community in respect to the same issues. This will serve the merged entities and its U.S. operations very well and as a result, a safe industry remains a highly productive industry that shippers can rely upon.

Yours very truly,

BOUNDARY TRAIL RAILWAY INC.

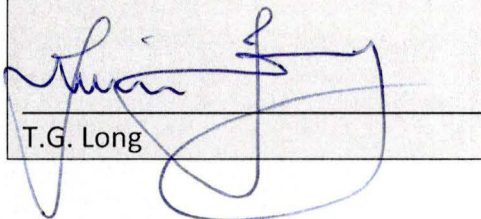


Travis G. Long
General Manager

VERIFICATION

I, Travis G. Long 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 25 March 2021



T.G. Long



Unit 400 - 740 Rosser Avenue • Brandon, Manitoba • R7A 0K9
Phone: 204-725-2627 • Fax: 204-725-4100 • Toll Free: 1-866-989-5310

www.candorail.com



STB Finance Docket No. 36500 CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Steve Bromley and my business address is 421 7th Avenue SW, 30th Floor Office 3068, Calgary, AB T2P 4K9. I am Chief Commercial Officer of Cando Rail Services Ltd. In my role, I am responsible for commercial, business development, infrastructure, and operations/service delivery.

Cando Rail Services is a customer of CP's at the Cando Multi-Purpose Terminal in British Columbia where CP provides daily transfer and switching services.

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

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

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

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

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

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

- CPKC's new service offerings will improve transit times and reliability.

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

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

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

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

VERIFICATION

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

Executed on March 30, 2021





Unit 400 - 740 Rosser Avenue • Brandon, Manitoba • R7A 0K9
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www.candorail.com



STB Finance Docket No. 36500 CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Steve Bromley and my business address is 421 7th Avenue SW, 30th Floor Office 3068, Calgary, AB T2P 4K9. I am Chief Commercial Officer of Cando Rail Services Ltd. In my role, I am responsible for commercial, business development, infrastructure, and operations/service delivery.

Cando Rail Services is a rail service provider to CP at numerous locations in Saskatchewan and Ontario.

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

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

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

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

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

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

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

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

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

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

VERIFICATION

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

Executed on March 30, 2021





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www.candorail.com



STB Finance Docket No. 36500 CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Steve Bromley and my business address is 421 7th Avenue SW, 30th Floor Office 3068, Calgary, AB T2P 4K9. I am Chief Commercial Officer of Cando Rail Services Ltd. In my role, I am responsible for commercial, business development, infrastructure, and operations/service delivery.

Cando Rail Services is a short line owner and operator connecting to CP in Manitoba (Central Manitoba Railway) and Ontario (Barrie-Collingwood Railway).

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

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

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

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

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

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Executed on March 30, 2021





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STB Finance Docket No. 36500 CP-KCS Proposed Combination

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Cando Rail Services is a terminal transload provider for CP in Ontario.

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VERIFICATION

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

Executed on March 30, 2021



ATTENTION: Surface Transportation Board

My name is Jordan Buck and I am Director Marketing for Central Midland Railway. My business address is 1400 North Warson Road, St. Louis, Missouri 63132. As Director Marketing, I am responsible for sales and marketing, developing new rail business and industrial development.

The Central Midland Railway supports approval of the CP/KCS combination. The transaction would provide significant benefits to our customers and to the economic development of the St. Louis region.

The KCS has been an excellent partner in our efforts to maintain and grow rail business with customers on the Central Midland. Our customers have enjoyed the benefits of Central Midland's ability to interchange with six of the seven major Class 1 carriers, with CP heretofore being the only exception. Having single line access to suppliers and markets on the CP will provide a tremendous economic boost to our customers by reducing their transportation costs and presenting more options for sourcing inputs and selling their products. Among the customers who will benefit from direct access to the CP are Central Midland's seven customers that receive inbound forest products who will enjoy direct access to CP's huge paper and lumber sourcing basket. Our three vegetable oil customers will appreciate the access to CP's large base of oilseed crushers in the Upper Midwest and our eleven petro-chemical customers will gain single-line access to CP's large group of producers in that industry.

The advantage that comes with access by the CP to St. Louis will not only benefit Central Midland's current customers, but will prove to be tremendously helpful for industrial development efforts throughout the region. It solidifies St. Louis' position as one of the premier inland logistics centers in the United States. No other region has direct access to more Class 1 carriers, is more centrally located on the inland waterway system and has better connections to the interstate highway system. This unparalleled access to producers and markets throughout all of North America via multiple modes as well as single rail-line access to every major port in North America makes the region extremely attractive as a site location for multi-national manufacturers and distributors. The efficiencies generated from this exceptional transportation access will drive job growth in the heart of the country and strengthen our nation's economy.

This proposed merger will produce benefits in economic efficiency, not only to the Central Midland Railway, but to the St. Louis region and the nation. Creating efficiencies in transportation will produce benefits in transportation safety, environmental protection, and in job creation. For these reasons, the Central Midland Railway is wholly supportive of the CP-KCS merger and urges the STB to approve the petition as quickly as possible.

Sincerely,



Jordan Buck
Director, Marketing
Central Midland Railway





ATTENTION: Surface Transportation Board

My name is Phil Smailes and my business address is 2511 Pratt Blvd., Elk Grove Village IL 60007.

I am Director of Marketing for Progressive Rail Incorporated. In my role I am responsible for Sales and Marketing for PGR operated rail lines -Chicago Jct. Railway in Elk Grove Village, IL and the Chicago St. Paul & Pacific Railway in Bensenville, IL

I am supportive of the Canadian Pacific and Kansas City Southern merger. The combination of these two historic railroads would provide numerous and significant benefits for the customers we serve on both rail lines. It offers optionality, extended market reach and efficiencies that cannot be captured today.

Optionality

This will offer our customers more origin and destination options into markets that up this point could not be effectively reached and will provide our customers greater routing alternatives for their raw material sourcing and product sales.

Market Reach

Our customers have an extended reach to cities and industries that they cannot touch today from the Chicago area. It will allow for the conversion of markets from truck to rail that could not be supported on a multiple rail lines basis.

Efficiencies

A single line move connecting the northern and southern points that a combined CP/KCS would offer would greatly improve transit times and route predictability which are both keys in making the truck to rail conversion. Those efficiencies are not only realized in costs saving to our customers but in the reduction of carbon emissions that such a conversion would have.

In summary, the merger of these two railroads will offer our customers a better service product to utilize rail to its greatest extent possible. I urge the STB's approval of the merger of these two railroads .

Sincerely,

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

Philip Smailes
Director, Marketing
Chicago, St. Paul & Pacific Railroad





TELEPHONE 701-223-9282
FAX NUMBER 701-223-4147

3501 E ROSSER AVE
BISMARCK, ND 58501

ATTENTION: Surface Transportation Board

My name is Mark Trottier and my business address is 3501 East Rosser Ave, Bismarck, North Dakota. I am Manager of business development of Dakota, Missouri Valley and Western Railroad. In my role, I am responsible for developing business for our company and our customers.

DMVW is a shortline railroad that interchanges with the Canadian Pacific. I work with customers on our railroad to help ensure that their products move in a timely fashion and also work with teams from CP to make this happen. The teams I work with at Canadian Pacific have been great to work with in resolving any issues or problems the customer might have. Myself and our customers have seen a significant communication increase and a willingness to help with any problems.

Dakota, Missouri Valley and Western Railroad supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

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

I personally feel that the combination of these 2 class 1 railroads will greatly enhance our customer's competitiveness because it will open them to a whole new set of markets, thus making them more profitable in the communities in which they operate. I personally feel that this will bring a badly needed boost to the agricultural economy in North Dakota. The grain shippers on our line have never been able move grain to the south because they were always at a disadvantage with elevators that were located on another class 1, but this merger will level the playing field for them and the "trickle down" at the local level will be huge.

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

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency by giving shippers more destinations and allowing their operations to access these markets in different times of the year.

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

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

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

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

Mark Trotter



Michael W. Peters
Chief Commercial Officer, North America

March 30, 2021

Attn: Surface Transportation Board, FD-36500

My name is Michael Peters, and my business address is 13901 Sutton Park Drive, Jacksonville, Florida, 32224. I am the Chief Commercial Officer of Genesee & Wyoming Inc. (GWI) in North America. In my role I am responsible for all commercial activities for the 110+ short line railroads that GWI owns and operates in North America.

GWI interchanges thousands of railcars each month with both KCS and CP through 6 railroads that interchange with Canadian Pacific and 10 railroads that interchange with KCS. We have worked hard with both KCS and CP over the years to develop creative innovative solutions to provide competitive rail freight options for shippers.

GWI supports approval of the CP/KCS combination in an expedited fashion to allow for the benefits of the transaction to be realized by all involved.

As the operator of short line last mile operations, we know it is vitally important that the long-haul portion of any rail transportation move occur efficiently and effectively for the benefit of our customers. We expect the proposed transaction could improve service and competition in several ways:

- A combined CP/KCS will provide an additional competitive route for agricultural products coming out of South Dakota on our Rapid City, Pierre and Eastern (RCPE) railroad destined for U.S. Gulf Coast Ports and further export around the world.
- A combined CP/KCS has the potential to create a more seamless supply chain for finished autos and auto parts to move to and from the US Midwest, Mexico, and Canada.
- A combined CP/KCS will decrease transit times and improve railcar utilization for shippers and railroads alike.
- A combined CP/KCS should reduce cross border trucking and improve safety on our road infrastructure.

From our perspective, the proposed transaction should provide improved service options and invigorate transportation competition in the markets we serve.

Surface Transportation Board
March 30, 2021
Page Two

GWI urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated, and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Best regards,

A handwritten signature in blue ink, appearing to read "Michael W. Peters", with a stylized, sweeping flourish at the end.

Michael W. Peters



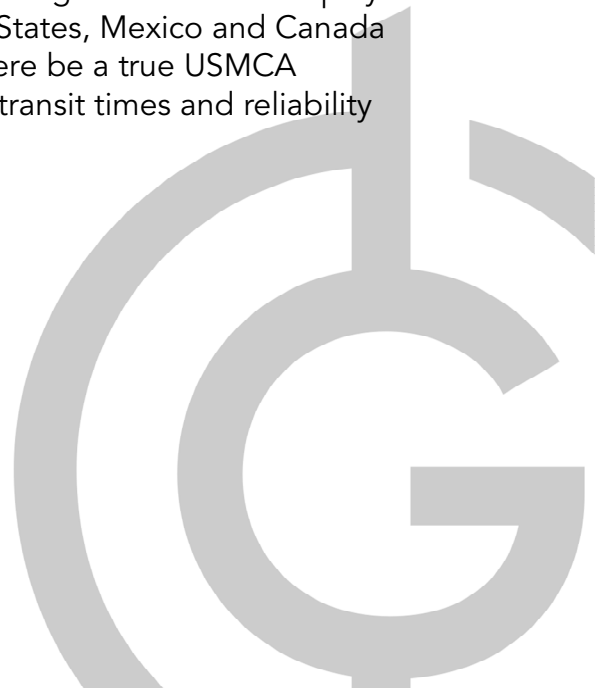
CANADIAN PACIFIC-KANSAS CITY SOUTHERN MERGER SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is Gerry Gionet, President of GIO Railways Corporation. Our business address is 2 Broadway, Welland, ON, CANADA. In my role, I am responsible for the operations of the Trillium Railway and the Orangeville Brampton Railway short lines which connect with CP at Welland and Streetsville, Ontario, respectively. GIO Railways works closely with CP to ship rail traffic to/from customers in Welland, Port Colbourn, Brampton and Orangeville, Ontario. GIO Rail's customers handle agricultural products, including grain, biodiesel, pulp and paper, metal recycling, plastics, fuel and lumber. GIO Railways supports the combination Canadian Pacific Railway and Kansas City Southern Railroad. The transaction will provide significant benefits that we are eager to see realized. The transaction promises to provide improved service options and invigorate transportation competition in the markets our customers serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – will help our customers reach markets more efficiently. Given the two railroads' strong focus on safety and their track record of operational excellence, we have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

The transaction will allow CPKC to provide new, more efficient and reliable rail service options which will strengthen competition against the other, larger rail carriers and trucks. We are particularly enthusiastic about the role CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option. CPKC's new service offerings will improve transit times and reliability which will reduce our customers' equipment costs.

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





KCS and CP have had a cooperative relationship in the past, but as separate companies they have not been able to offer our customers the benefits of seamless, single-line service. The entirely complementary nature of CP's and KCS' networks will only make CPKC a better alternative. By connecting only at Kansas City, not overlapping anywhere and continuing to interchange with all of their other existing interline partners, the transaction will not have any adverse effects on competition. GIO Rail Holdings is voicing strong support for the combination of CP and KCS because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. We urge the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized by all stakeholders.

Yours Sincerely,

A handwritten signature in black ink, appearing to read 'Gerry Gionet', is positioned above the printed name.

Gerry Gionet
President – GIO Railways

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





ATTENTION: Surface Transportation Board

My name is Andrew Glastetter, General Manager of the Great Western group of companies including the Great Western Railway of Saskatchewan (GWRS), The Fife Lake Railway Company, and Great Western Commodities. My business address is 254 Centre Street Box 669 Shaunavon, Sk Canada. In my role I have the overall responsibility of all three organizations and report to the board of directors of our parent company, "101052644 Saskatchewan Ltd". Great Western Railway is Saskatchewan's largest shortline railroad operating on a network of 440 miles in Southwest Saskatchewan. Great Western Commodities is a newly formed company that operates to buy, sell and coordinate grain shipments from the south Saskatchewan area. Since the inception of Great Western Commodities two and a half years ago, grain shipments have increased across the Great Western Railway network by over 90%. Great Western Commodities is also in the process of planning the build of a unit train capable inland grain terminal on our line which is just one part of an industrial growth strategy involving potentially \$60,000,000.00 of infrastructure additions over the next few years.

Great Western Railway was formed in the year 2000 when this previous CP branch line was purchased from CP Rail. Today we still interchange directly with CP Rail at Assiniboia, Sk. Our focus over the past several years has been to grow our business and improve on efficiencies that support a fluid supply chain. With the constant improvements in process management across the class one railroads, the need to progress short line operations with the same passion for efficiency gains is critical to keep the supply chain moving effectively. This process focus with reciprocal effort from CP Rail has been a successful strategy for us resulting in improved flow of traffic at interchange.

Great Western Railway, Fife Lake Railway, and Great Western Commodities support approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

In the past, I have been known to be skeptical of large railroad mergers, especially where I felt that shippers may be left with less competitive options. I do not see that as an issue in this case. I see this transaction as a means to reduce barriers in what is often a challenging supply chain. Service and access will improve which will drive a more seamless and efficient flow of traffic. I also expect there will be some shipping cost relief for many shippers. In our case we have experience with pricing shipments from our area through the ports on the U.S. Gulf. The rates were prohibitive due to the number of class one carriers involved in the move. This transaction will provide access from Canada direct to the U.S, Gulf ports with one carrier which will ease the shipping cost, and make traffic management and tracking that much more simple, also without the often delayed handover at class one interchange. This improved access to direct operations in the southern U.S., and to the Gulf ports opens up vast new opportunities for shippers from our area. We have bid on new business in the past for several hundred thousand tons of grain per year with overseas grain shippers that wished to ship through their affiliated terminals at Gulf ports, but the rates and logistics did not work. This access will likely re-open



those and other similar opportunities and may help balance the often congested port access in Canada currently.

Our railway operation also serves the aggregate and energy industry. Over the years we have safely moved several thousand railcar loads of crude by rail across our line. While crude by rail is not moving on our line currently, we expect this transaction may resume these shipments due to the improved access to the U.S. ports, and due to the pipeline capacity issues we face here in Canada. One large oil producer in our region has long expressed interest in improved direct access to U.S ports and refineries.

Part of our industrial expansion plans here also include the formation of new industrial distribution centers for various industries including wind farm distribution yards. With more access and opportunities to efficiently and safely move these large scale industrial projects by rail, we can better serve the alternate energy supply industry and move more traffic from the road networks to rail where it can be handled more safely and with a reduced impact to road infrastructure and the environment. As an example, all the components for a wind farm of over 60 towers that is in the middle of construction less than half a mile from our rail line was shipped here by truck over 1100 miles from a U.S. port. With many such projects planned for the region, the improved access and shipping costs that will be realized with this transaction will make the rail move more competitive for both overseas suppliers, and may also result in more projects being supplied by domestic suppliers from the southern U.S.

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of agriculture and energy products to and from southern Saskatchewan and the U.S. south and Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. The Great Western Railway has invested millions of dollars in a fleet of nearly 250 grain hopper cars which we use in conjunction with CP owned railcars, and various private fleets. Many of our own railcars ship grain to Mexico, and experience delays along the trip that is the result of several railroads handling the carload. The single-line haul from our interchange to Mexico and return will result in better cycle times providing better asset utilization and more grain shipped per railcar.



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

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

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

For these reasons, Great Western Railway, Fife Lake Railway, and Great Western Commodities are voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. I urge the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

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

Executed on March 29, 2021

Andrew Glastetter



ATTENTION: Surface Transportation Board

My name is Jordan Buck and I am Director Marketing for Iowa Southern Railway. My business address is 1303 South 21st Street, Centerville, Iowa 52533.

As Director Marketing, I am responsible for sales and marketing, developing new rail business and industrial development.

The Iowa Southern Railway supports approval of the CP/KCS combination. The transaction would provide significant benefits to our customers and to the economic development of Southern Iowa.

Since we assumed operation of the former Appanoose County Community Railroad in 2016, the Canadian Pacific has been a tremendous partner in reviving the railroad by taking advantage of every available opportunity to move products more efficiently into and out of Southern Iowa by rail. As an example, a myriad of agricultural products, such as lentils, peas, barley and beet pulp, were once moving very inefficiently by truck from the northern plains states to multiple processing and storage locations throughout the country only to be trucked again from those locations to multiple distant customers. These commodities are now moving by rail in 100+ ton covered hoppers from the northern plains into Centerville, Iowa via CP where they are processed or stored and shipped to end customers throughout the country by rail or, locally, by truck. In addition, CP has opened up markets for locally generated products such as scrap steel and has converted the local propane and lumber markets to rail. All of these changes have benefited the bottom line of the businesses of Southern Iowa.

With the combination of the CP and the KCS, even more benefits will come to Iowa Southern's customers and the local and regional economy. The economic development of the region will be aided by direct single-line access to KCS's large base of lumber mills as single line pricing and service will positively impact the price and availability of lumber for construction. Among other benefactors will be agricultural producers in Southern Iowa who will have single line access to new markets with the many poultry feeders on the KCS, export ports on the US Gulf, and the huge market for ag products in Mexico. Local manufacturers will also see improvements in their ability to source imported raw materials moving out of Mexico or through Gulf ports and will improve their ability to export their products.

The merger of CP and KCS will be a job-creator and will bring increased economic prosperity to a region of the heartland where the Iowa Southern Railway is working diligently to reverse the economic deterioration that has been created largely by being bypassed by the national transportation system. This region still has the tools to achieve greater prosperity and access to the KCS will prove to be a tremendous boost toward that goal. For these reasons, the Iowa Southern Railway is wholly supportive of the CP-KCS merger and urges the STB to approve the petition as quickly as possible.

Sincerely,

Jordan Buck
Director, Marketing
Iowa Southern Railway





ATTENTION: Surface Transportation Board

My name is Dave Fellon and my business address is 12045 West State Street, Mason City, IA. I am Owner & President of the Iowa Traction Railway. In my role, I am responsible for Sales and Marketing and building new organic carload business.

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

It is with high enthusiasm that I prepare this letter for review by the Surface Transportation Board in advance of a pending merger between the Canadian Pacific Railway and Kansas City Southern Railway.

During my career in railroading over the past 25 years, I have never seen a proposed merger that even begins to compare to the CPKC. This is truly the one merger that makes so much sense for all of the right reasons. In that train of thought, let's consider all of the economic, social, and environmental gains that will be ushered in with a combined Canadian Pacific Railway/Kansas City Southern Railway network here in Northern Iowa.

On Progressive Rail's Iowa Traction Railway, based in Mason City, Iowa, we have prime rail served industrial sites, large workforces, and a Midwest work ethic that gets things done. What we don't have is total connectivity to Mexico as the Canadian Pacific Railway only reaches Kansas City, Missouri. A streamlined network of three lines that touch the Atlantic Ocean, the Pacific Ocean, and the Gulf of Mexico will finally connect all of North America by one railroad that brings with it the DNA of the CP and KCS, both of which are known for their excellent service and collaborative business development styles.

However, this is far from a merger being granted for efficiency sake. It is also a merger that's about attracting more business off the highways and onto the railways, with more high-paying jobs following in the wake.

Railroads have a long tradition of being excellent industrial development machines. The ability to attract industry to North America involves competing for jobs on a worldwide scale. The more efficiency, the more cost effectiveness, and the more optionality that a railroad can offer assures this development as the deciding factor always comes down to logistics. The CPKC railroad will open up endless doors for big time capital to flow into a network that offers any site selection team with the perfect connectivity to Canada, the United States of America, and Mexico.

Industrial development equals generational careers. Careers equal strong families. Strong families equal great schools, solid towns and cities, and reinvestment by stakeholders into a better way of life for years to come. It all starts with the CPKC Railroad connecting all of the right dots which will allow the rest to follow.

Finally, the world is burning up and getting warmer by the year. Allowing the Canadian Pacific Railway/Kansas City Southern Railway to merge will allow supply chains to





The last fully electric freight railroad in the USA.

Dave Fellon
Majority Owner
Iowa Traction Railway

Thank you,


In closure, I am respectfully asking that the Surface Transportation Board support the CP/KCS merger. This is exactly what the economy, our society, and the environment all need.

become hyper-efficient. Circuitous routes are no longer needed. Extra drayage and other accessorail work can be eliminated. All combined, this would make a meaningful reduction in carbon. We will all be judged by our children who entrust us to be good stewards of the planet. What we as an industry can do with the CPKC merger is increase carbon reduction by removing less efficient trucks from the highways while deploying the safest mode of land based transportation. We can help deliver a safer, cleaner world for everyone. As a society, we need to get this right and time is of the essence.



LAKE LINE RAILROAD INC. c/o 1700 – 242 Hargrave Street, Winnipeg, Manitoba Canada R3C0V1

March 29, 2021

Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Sir or Madam:

My name is Art Stacey. I am the President of Lake Line Railroad Inc. ("LLRR"). In my role, I am ultimately responsible for all aspects of LLRR's relationship with Canadian Pacific Railway ("CPR") with whom we interchange traffic at two locations.

LLRR is a short line railroad comprising two rail lines formerly operated by CPR. We have been in operation for 9 years. We interchange traffic with CPR two to three times per week. LLRR supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible. For LLRR the benefits include the ability to offer to shippers the opportunity to have access to the gulf coast and to points in the southern US and Mexico. I expect that the combination will also assist us in attracting new shippers to our rail line.

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

LLRR presently ships grain, alcohol, and aggregate on our two lines. I believe that the enhanced access with the CPKS combination will give to ports and southern destinations will make us a more attractive option to local shippers, particularly in the grain industry.

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

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen

competition against the other, larger rail carriers and trucks that serve our markets. From our perspective the greatest benefit of the CPKC combination will be the enhanced opportunity to serve shippers of grain from our catchment area. For example:

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

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

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

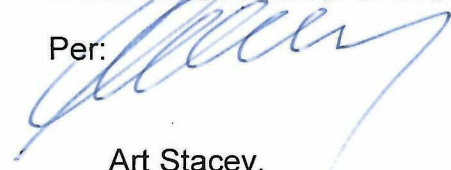
Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

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

Yours truly,

LAKE LINE RAILROAD INC.

Per:

A handwritten signature in blue ink, appearing to read 'Art Stacey', is written over the 'Per:' line and extends slightly below it.

Art Stacey,
President

AJS



**Minnesota Northern Railroad
Dakota Northern Railroad
St. Croix Railroad
P.O. Box 705
28997 255th Ave SW
Crookston, Minnesota 56716 – 0705
(218) 281 - 4704**

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

ATTENTION: Surface Transportation Board

My name is Jason Bierwerth and my business address is PO Box 705 Crookston, MN 56716. I am Manager of Operations of Minnesota Northern Railroad. In my role, I am responsible for overseeing the daily operations, finances and other matters.

Minnesota Northern Railroad is a shortline railroad that interchanges with BNSF at Thief River Falls, MN shipping grain, fertilizer, rock, and scrap steel commodities. We have a great working relationship for 20 years.

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

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

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City to enable our customers to reach a new market. Many of our customers have chosen to ship via BNSF instead of CPRS due to the limited reach on the CPRS.

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

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

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

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

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

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

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

Sincerely,

A handwritten signature in black ink, appearing to read 'Jason Biewerth', with a horizontal line drawn through the middle of the signature.

Jason Biewerth

Minnesota Northern Railroad



Northern Plains Railroad

PO Box 38
Fordville, ND 58231
Ph. (701) 229-3330
www.nprail.com

March 26, 2021

Attention:
United States Surface Transportation Board
Washington, D.C.

RE: Support for Canadian Pacific Railway/Kansas City Southern Lines Combination

Northern Plains Railroad Inc. (“NPR”) is an independent regional railroad network serving shippers in North Dakota and Minnesota. For a quarter of a century, NPR has been working within a freight transportation alliance with Canadian Pacific Railway (“CP”) that initially ensured the preservation of rail service over a light density branch line network critical to the North Dakota and Minnesota agricultural community. As a result of the successful combination of safe operations, joint railroad and shipper capital investments, and an intense focus on meeting our customer’s needs with customized local “first and last mile” service, NPR is proud to have created a successful business model that we believe is representative of the benefits that short line and regional railroads can provide shippers throughout the North American railroad industry. Along our 350 route miles, NPR today safely moves more than 20,000 carloads annually, originating shipments from modern unit train loading facilities, as well as traditional “single car” customers. We also provide a suite of value-added rail services to these shippers, providing a complete transportation package. Every shipper and carload are critical and important to NPR. It is in this spirit that NPR strongly supports Surface Transportation Board (“STB”) approval of the CP/Kansas City Southern Lines (“KCS”) combination.

NPR, our shippers, and the communities we serve in the upper Midwest have benefited economically from the existing origin and destination options that the CP-SOO Line combination has created for over three decades. An expansion of CP’s existing network to include the KCS and its Mexican lines will create significant additional market access for NPR shippers today and into the future as the demand continues for competitive and service-sensitive rail freight transportation options. We believe that the CP-KCS combination will serve only to improve

growth possibilities in our industry, creating jobs, economic growth, and continuing to support rural development in North Dakota and Minnesota.

Looking to the future of the rail industry, NPR would point out that shippers looking to access the North Dakota and eastern Minnesota market will now have the benefit of single line access to CP, and by extension to its short line operators like NPR who provide the local service through transload and other creative logistic options.

In summary, NPR would again suggest that this combination is very worth of STB approval in a quick and timely manner. NPR is very much looking forward to the opportunities for future growth that it will provide in our region.

Yours very truly,

NORTHERN PLAINS RAILROAD INC.



Jesse J. Chalich

President

Chief Operating Officer

VERIFICATION

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

Executed on 26 March 2021.


Jesse J. Chalich

Ontario Southland Railway Inc.

March 29, 2021

CANADIAN PACIFIC-KANSAS CITY SOUTHERN MERGER SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is Brad Jolliffe, Executive Vice President of Ontario Southland Railway (OSR). Our business address is 47-101 Southgate Parkway, St. Thomas, ON, CANADA. In my role, I am responsible for the operations of the OSR short line which connects with CP at Woodstock, Ontario. OSR works closely with CP to ship rail traffic to/from customers in Woodstock, Ingersoll, Putnam, St Thomas and Tillsonburg, Ontario. OSR services the General Motors plant at Ingersoll which ships and receives automobiles. Other OSR customers ship or receive propane, agricultural products, plastics, fuel, steel, paper and lumber.

OSR supports the combination Canadian Pacific Railway and Kansas City Southern Railroad. The transaction will provide significant benefits that we are eager to see realized. The transaction promises to provide improved service options and invigorate transportation competition in the markets our customers serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – will help our customers reach markets more efficiently. Given the two railroads' strong focus on safety and their track record of operational excellence, we have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

The transaction will allow CPKC to provide new, more efficient and reliable rail service options which will strengthen competition against the other, larger rail carriers and trucks. We are particularly enthusiastic about the role CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option. CPKC's new service offerings will improve transit times and reliability which will reduce our customers' equipment costs.

KCS and CP have had a cooperative relationship in the past, but as separate companies they have not been able to offer our customers the benefits of seamless, single-line service. The entirely complementary nature of CP's and KCS' networks will only make CPKC a better alternative. By connecting only at Kansas City, not overlapping anywhere, and continuing to interchange with all of their other existing interline partners, the transaction will not have any adverse effects on competition.

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

Sincerely

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

Brad Jolliffe
Executive Vice President
226-926-6266
Brad.jolliffe@ontsouthland.com

READING & NORTHERN RAILROAD

1 Railroad Blvd., P.O. Box 218, Port Clinton, PA 19549

Phone: 610.562.2100

www.rbmnr.com

MARCH 30, 2021

SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is Wayne Michel and I am President of the Reading Blue Mountain & Northern Railroad (RBMN).

RBMN, with its corporate headquarters in Port Clinton, is a privately held railroad company serving over 70 customers in nine eastern Pennsylvania counties (Berks, Bradford, Carbon, Columbia, Lackawanna, Luzerne, Northumberland, Schuylkill and Wyoming). It has expanded its operations over the last 30+ years and now handles over 34,000 carloads of freight and 140,000 excursion train riders over 400 miles of track. RBMN operates both freight services and steam and diesel-powered excursion passenger services, owns almost 1,400 freight cars, and employs nearly 300 dedicated employees. RBMN has repeatedly been honored as one of the premier railroads in the nation including being named Regional Railroad of the Year in 2020 by Railway Age Magazine.

Although our primary interline relationship is with the Norfolk Southern Railroad, we have a commercial connection with Canadian Pacific due to the haulage agreement that resulted from CP's sale of much of the D&H to NS. NS delivers CP traffic to RBMN at NS' Taylor Yard under this haulage arrangement.

Over the years, we have worked well with CP to offer many of our customers competitive single line rates and routes from CP origins. The expansion of CP origins and destinations to KCS points will offer our many customers additional competitive options. Accordingly, RBMN supports STB approval of the CP/KCS merger and would hope the transaction is approved as soon as possible.

On a personal note, I have a good deal of experience with railroad mergers. I began my railroad career as a staff attorney at the STB predecessor agency, the Interstate Commerce Commission. In that capacity I helped draft or review most of the major ICC consolidation decisions between passage of the Staggers Act and 1985. In fact, I was asked to testify before the agency in the early 1980's after drafting the then Railroad Merger Policy statement. In my opinion, the CP/KCS consolidation is an excellent example of the type of end-to-end merger that should be supported as in the public interest.



SERVING OUR CUSTOMERS AND THE ENVIRONMENT

In conclusion, RBMN is excited about the transaction because it will provide our customers with additional options for suppliers and additional markets for deliveries of materials. Accordingly, we urge the STB to approve CP's acquisition of KCS in a timely fashion so that the benefits of the deal can be realized for RBMN's customers and communities.

VERIFICATION

I, Wayne A. Michel, declare [or certify, verify, or state] under penalty of perjury [“under the laws of the United States,” if executed outside of the United States] that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on 03/30/21(date).

A handwritten signature in cursive script that reads "Wayne Michel". The signature is written in dark ink and is positioned above a horizontal line.

[Signature]

[Insert typed name]



Southern Railway of British Columbia Limited
2102 River Drive
New Westminster, BC
V3M 6S3

ATTENTION: Surface Transportation Board

My name is Gerald Linden and my business address is 2102 River Drive, New Westminster, BC. I am President of Southern Railway of British Columbia Limited (SRY). In my role, I'm responsible for all aspects of the company.

SRY is a major transporter of freight in British Columbia. We provide businesses and customers located in the BC Lower Mainland and Fraser Valley with seamless rail connections to markets throughout North America. SRY owns over 125 miles of track and interchanges railcars with four North American Class 1 railroads: CP, BNSF, CN, and UP.

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

We are supportive of the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against truck carriers that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our customers.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs by improving cycle times on our leased centrebeams and boxcars.

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

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist.

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

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

VERIFICATION

I, Gerald Linden, I certify that I am qualified and authorized to submit this letter executed on March 29, 2021.

A handwritten signature in blue ink, appearing to read "Gerald Linden", is placed within a white rectangular box.

Gerald Linden



STEWART SOUTHERN RAILWAY

BOX 12, Fillmore, SK, S0G 1N0 - PH: (306) 722-0000 FAX: (306) 722-1200

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

ATTENTION: Surface Transportation Board

My name is Glenn Pohl and my business address is Box 12, Fillmore, SK Canada S0G 1N0. I am the General Manager of The Stewart Southern Railway. In my role, I am responsible for overseeing the day to day operations, safety, promotion of the rail line and all around activities within our line.

Stewart Southern Railway is a shortline based out of Regina and runs 85 miles to the southeast on the old Tyvan Subdivision ending at Stoughton Saskatchewan. We have a direct relationship with CP Rail as we run into the Regina CP yard and we are situated just off the mainline. We ship everything from propane and butane, pulse crops, wheat, potash, gravel and storage cars. The SSR ships all over Canada all through the USA and down to Mexico.

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

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

This merger will allow our customers to have access to more markets creating a more competitive edge for moving commodities to markets with better pricing on shipping. With the CP KCS combination, it will open up our markets on our energy products and pulse crop customers.

We ship grain from our SSR served facilities in southern Saskatchewan to our customers with elevators/terminals in the South Central and Gulf region.

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

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

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of Energy products, and pulse crops from the SSR in Southern Saskatchewan to The Gulf.

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. By offering a one desk waybill with less interchange fees we feel the savings and efficiency will promote more activity and markets to the south.
- Our customers receiving more options for the gulf will help find new direction and markets from Canada to Mexico.

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

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

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

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

Sincerely,

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

Glenn Pohl

Stewart Southern Railway



TWIN CITIES & WESTERN RAILROAD COMPANY

STB Finance Docket No. 36500
CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Mark Wegner and our business address is 2925 12th Street East, Glencoe, Minnesota, 55336. I am President & CEO of Twin Cities & Western Railroad Company, Minnesota Prairie Line, Inc. and Sisseton Milbank Railroad Company. In my role, among other responsibilities, I am responsible for providing optimal freight rail opportunities for the rail shippers and communities we serve.

Twin Cities & Western Railroad Company (TC&W) was formed July 26, 1991 as a line sale from Soo Line Railroad (subsequently integrated into Canadian Pacific). As such, TC&W has had a nearly 30-year history of partnering with Canadian Pacific in pursuing joint markets for the shippers in the south central Minnesota and northeastern South Dakota communities our short line railroads serve.

Twin Cities & Western Railroad Company supports approval of the CP/KCS combination. The transaction would appear to provide significant benefits for our customers and we are excited to explore market options for our customers with the combined CPKC!

From our perspective, the transaction promises to provide improved service options and hopefully open up the KCS chicken feeding facilities to receiving Minnesota and South Dakota corn from our customers.

CP has traditionally worked with TC&W as the grain markets constantly change, and in partnership with CP, both of our organizations have been nimble, quick and responsive to sharp changes in the grain marketplace, which has been a hallmark of our joint success. This combination should yield even more options to respond to the often unforeseen changes in the grain marketplace. We fully expect the combined entity will continue the tradition of nimble, quick and responsiveness TC&W has seen, with a wider array of options as a result of the KCS addition.

For these reasons, Twin Cities & Western Railroad Company is voicing support for the combination of CP and KCS, because it will provide expanded options for the customers we serve.

Sincerely,

Mark Wegner

A handwritten signature in blue ink that reads 'Mark Wegner'.

President & CEO

Twin Cities & Western Railroad Company



March 29, 2021

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

Re: Docket No. FD 36500 – Canadian Pacific Railway Limited, et al.

Dear Ms. Brown:

Vermont Rail System (VRS), headquartered in Burlington, VT, consists of six short line railroads, two of which interchange with CP. The Clarendon and Pittsford Railroad interchanges with CP in Whitehall, NY, and the Washington County Railroad interchanges with CP in Newport, VT. These interchanges with CP serve as gateways to points north and west of New England. VRS supports the proposed CP/KCS combination as offering additional competitive routing options for VRS and its customers.

From our perspective, the proposed transaction promises to provide improved service options and transportation competition in the markets we serve. VRS handles inbound grain traffic from the Midwest, as well as traffic that terminates in Mexico. The current VRS traffic destined for Mexico is interchanged from CP to KCS in Kansas City, and a combined CPKC network – with new single-line hauls and access to ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – could improve efficiency in this existing lane of business and open opportunities for business growth.

In addition, we are particularly enthusiastic about the role that new CPKC single-line routes could play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. While VRS understands that KCS and CP have had a cooperative relationship in the past, as separate companies they have not been able to offer the kind of seamless, single-line service we seek from our transportation providers so the transaction proposed should be an improvement for our customers. Given the straightforward network connectivity between CP and KCS, we believe that they should be able to implement their transaction without service disruptions.

For these reasons, VRS supports the combination of CP and KCS as promising enhanced competition and expanded transportation options for VRS customers.

Regards,

Selden Houghton
President

Cc: Canadian Pacific

"Serving America's Industry With Pride"

Vermont Rail System's is a registered trademark licensed to:
Vermont Railway, Inc. - The Clarendon and Pittsford Railroad Company - Green Mountain Railroad Corporation
Washington County Railroad Company - New England Southern Railroad - New York & Ogdensburg Railway Company, Inc.
WWW.VRS.US.COM



315 W 3rd St.
Pittsburg, KS 66762
Phone: 620.231.2230
Fax: 620.231.5192

March 29, 2021

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

Dear Chairman Oberman:

Re: FD 36500, CP-Control-KCS

Watco operates 41 Class III short line railroads and one Class II regional railroad across the United States. Ten of those railroads connect with either CP or KCS. One, the Kaw River Railroad (KAW), connects with both CP and KCS at Kansas City, along with all of the other railroads serving that important terminal.

We enthusiastically support the proposed combination of CP and KCS and urge the Surface Transportation Board to approve it as expeditiously as possible. The transaction promises to provide new, more competitive services to the customers served by Watco's railroads and expand their market reach throughout North America. CP and KCS are both good partners to the railroads with which they connect, providing reliable and efficient service and supporting the needs of our customers. CP's commitment to operational excellence and execution gives us great confidence that the combination of these railroads, which connect only at the single point of Kansas City, will be implemented without disruption to the reliable service our customers are provided today.

The Watco railroads that connect with KCS and CP serve a wide array of customers and commodities. Listed below are the eight railroads with connections with KCS and not CP:

1. Alabama Southern Railroad (ABS) connects at Artesia, MS
2. Arkansas Southern Railroad (ARS) connects at Heavener, OK and Ashdown, AR
3. Baton Rouge Southern Railroad (BRS) connects at Brooklawn, LA
4. Louisiana Southern Railroad (LAS) connects at Gibsland, Pineville and Sibley in Louisiana
5. Mississippi Southern Railroad (MSR) connects at Newton, MS
6. South Kansas & Oklahoma Railroad (SKOL) connects at Pittsburg, KS
7. Timber Rock Railroad (TIBR) connects at DeRidder, LA
8. Vicksburg Southern Railroad (VSOR) connects at Vicksburg, MS

These railroads originate and terminate a wide variety of commodities that move via KCS to a wide array of destinations. The new CPKC network will have dramatically expanded reach offering new

single-line routes to important markets in the Upper Midwest and throughout Canada. For example, on the Alabama Southern Railroad (ARS), steel plate will have greater access to northern markets and Canadian crude oil will have greater outlets to coastal American refineries. The combination will be good for Watco's online customers, and therefore good for Watco. Additionally, we operate KCS-owned Dallas Zacha Terminal through a long-term lease.

One of our railroads connect with CP and not KCS. The Wisconsin & Southern Railroad (WSOR) serves northeastern Illinois and southern Wisconsin and connects with CP at Chicago and at Janesville and Milwaukee, Wisconsin. (Watco also provides switching services at one location served by CP in Canada.) WSOR serves agricultural and industrial customers throughout southern Wisconsin and northern Illinois. WSOR already has direct connections with other Class 1 railroads at Chicago, and knows first-hand the advantages for our customers of the single-line routes those railroads offer to and from points in the South Central United States. The proposed CPKC creates a new competitive option that will serve our customers well, especially for grain and other commodities moving to South Central States, and for the first time on a single-line basis, deep into Mexico.

One of our railroads, the KAW connects with both KCS and CP in Kansas City, along with all of the other Class 1's serving that important terminal. We know first-hand that the connection between CP and KCS is an efficient one with a direct connection through the shared Knoche yard. Their network configuration will help make implementation of new combined services very easy, without disruption to the busy and important Kansas City terminal.

We also know first-hand there is no negative competitive implications with CP and KCS both reaching Kansas City; CP heads north, KCS heads south and they are not competitive alternatives for KAW-served customers. Instead, a combined CPKC system with expanded service offerings across their integrated network will provide better options for our customers whichever markets they are trying to reach.

The Watco Team and its undersigned railroads look forward to CP and KCS being allowed to deliver the benefits their combination promises, and we encourage the Board to approve the transaction without unnecessary delay and burden.

Sincerely,

Alabama Southern Railroad (ABS)
Alabama Warrior Railway (ABWR)
Ann Arbor Railroad (AA)
Arkansas Southern Railroad (ARS)
Austin Western Railroad (AWRR)
Autauga Northern Railroad (AUT)
Baton Rouge Southern Railroad (BRS)
Birmingham Terminal Railway (BHRR)
Blue Ridge Southern Railroad (BLU)
Bogalusa Bayou Railroad (BBAY)
Boise Valley Railroad (BVRR)
Cicero Central Railroad (CERR)
Colorado Pacific Railroad (COPR)
Decatur & Eastern Illinois Railroad (DREI)

Dutchtown Southern Railroad (DUSR)
Eastern Idaho Railroad (EIRR)
Elwood Joliet & Southern Railroad (EJSR)
Geaux Geaux Railroad (GOGR)
Grand Elk Railroad (GDLK)
Great Northwest Railroad (GRNW)
Ithaca Central Railroad (ITHR)
Jacksonville Port Terminal Railroad (JXPT)
Kanawha River Railroad (KNWA)
Kansas & Oklahoma Railroad (KO)
Kaw River Railroad (KAW)
Louisiana Southern Railroad (LAS)
Lubbock & Western Railway (LBWR)
Mission Mountain Railroad (MMT)
Mississippi Southern Railroad (MSR)
Palouse River & Coulee City Railroad (PCC)
Pecos Valley Southern Railway (PVS)
Pennsylvania Southwestern Railroad (PSWR)
San Antonio Central Railroad (SAC)
Savannah & Old Fort Railroad (SVHO)
South Kansas & Oklahoma Railroad (SKOL)
Stillwater Central Railroad (SLWC)
Swan Ranch Railroad (SRRR)
Texas & New Mexico Railway (TXN)
Timber Rock Railroad (TIBR)
Vicksburg Southern Railroad (VSOR)
Wisconsin & Southern Railroad (WSOR)
Yellowstone Valley Railroad (YSVR)



ADROIT OVERSEAS ENTERPRISES LTD.

#512, 13737- 96th Ave, Surrey, BC, V3V 0C6, Canada

Tel: +1 604 930 4855 Fax: +1 604 909 4855

Email: Info@adroitoverseas.com

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

ATTENTION: Surface Transportation Board

My name is Yogesh Raipuria, and my business address is #512, 13737 96th Avenue, Surrey, BC, V3V 0C6, CANADA. I am Director of Adroit Overseas Enterprises Ltd. In my role, I am responsible for overseeing Business Development, Operations and Documentation, Accounting and Finance & Audits and Internal controls of the entire organization.

Adroit Overseas Enterprises Ltd is using the services of Canadian Pacific Railway Company to move product such as Lentils, Peas, Wheat and Flaxseeds from its processing plants and elevators within Canada or outside Canada such as USA and Mexico. Canada Pacific Railway Corporation has played a pivotal role in the growth of our company.

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

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

We ship grain from CP-served facilities in Canada, Minnesota and North Dakota to our customers with elevators/terminals in the South Central and Gulf region & Mexico.

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to in order to expand our reach to other locations. This transaction will open up new doors to ship products such as Corn, Soybean Meal, and Distilled Dried Grains to these locations.

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 and cost efficient.



ADROIT OVERSEAS ENTERPRISES LTD.

#512, 13737- 96th Ave, Surrey, BC, V3V 0C6, Canada

Tel: +1 604 930 4855 Fax: +1 604 909 4855

Email: Info@adroitoverseas.com

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments to Mexico from Minnesota, North Dakota, and Canada.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency due to a unified logistics platform from origin to destinations.

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

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

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

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

Sincerely,

Yogesh Raipuria

Adroit Overseas Enterprises Ltd



Casey E. Rhymes
Director of Operations/Business Development
Phone: (318) 213-1213
Email: crhymes@aeropres.com

March 29, 2021

Aeropres Corporation operates five liquefied petroleum gas and specialty chemical blending and terminaling facilities in the United States. Our primary markets are aerosol propellants, blowing agents, refrigeration, and various other specialty chemical manufacturers. One of our major challenges lies in trying to obtain raw materials from the various producers across the United States and delivering products to our customer base in the United States, Canada, and Mexico. Many times, we are unable to participate in certain markets due to challenges in moving our core products via rail at a rate that is competitive.

Aeropres Corporation supports approval of the CP/KCS combination. We see promise of new opportunities and better service options that will support our current state business and provide a catalyst for growth.

Sincerely,

Casey Rhymes

VERIFICATION

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

Executed on 3/29/21 [date].

[Signature]



AgMotion Pet Food Ingredients
730 2nd Ave. South, Suite 700
Minneapolis, MN 55403

ATTENTION: Surface Transportation Board

My name is Michael Peterson and my business address is 730 2nd Ave S Minneapolis, MN. I am Director of trading for our DDG and Pet Food Ingredient teams. In my role, I am responsible for rail trading, contract negotiations, and training.

AgMotion engage with the CP and KCS to move our feed and grain throughout Canada, the US, and exporting into Mexico.

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

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

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

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

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency by avoiding the time and coordination it takes for 2 different rail lines to switch cars back and forth.
- CPKC will be a good combination of Railroads as the CP has the origins and the KCS has relevant destinations. Now we can have through rates to new destinations.

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

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

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

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

VERIFICATION

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

Executed on 3/29/21.



Michael Peterson



Attention: Surface Transportation Board

My name is Greg Twist and I am responsible for the Transportation Department of Ag Processing Inc, a cooperative, (AGP) headquartered at 12700 West Dodge Road, Omaha, NE 68154.

AGP is a customer of the Canadian Pacific (CP) and we have access to them at our Mason City, Emmetsburg, and Sheldon, Iowa soy crushing facilities. We are also exclusively served by the CP at our Algona, Iowa biodiesel facility.

We ship our products on the CP throughout the U.S. and Canada, however, we are quite limited to Mexico. The prospect for our soy CP crushing facilities to move on a single line haul into Mexico with this merger should enhance our market access. Currently we have to move on 2-3 railroads to reach the same markets.

The CP has been a reliable supplier for both local service and long-haul freight. I cannot comment on Kansas City Southern (KCS) service in that we are not directly served by them at any of our locations.

Ordinarily, we are not in favor of less competition but this merger/acquisition is unique because it doesn't eliminate duplicate access to markets but truly enhances access. The single line move should enhance our ability to be competitive to Mexico, decrease transit time and allow us more arbitrage opportunities in a volatile operating environment.

AGP strongly supports the merger/acquisition of the CP and the KCS and we urge the STB to approve this acquisition for all reasons stated above.

Sincerely,

A handwritten signature in blue ink, appearing to read "Greg Twist", with a large, stylized flourish above it.

Greg Twist

Sr. Vice President - Transportation



605 Highway 169 North, Suite 1050, Plymouth, MN 55441
952-852-2999 Phone | 952-852-2998 Fax

ATTENTION: Surface Transportation Board

My name is Chris Wetzell, and my business address is 605 N Hwy 169, Suite 1050, Plymouth, MN 55441. I am General Manager of the Northern Division within Agrex Inc. In my role, I am responsible for trading and logistics for midwestern and Canadian grain areas, particularly areas that are in Canadian Pacific's territory.

Agrex Inc. is a grain trading company that originates US and Canadian grain, oilseed, and feedstuff and distributes these products both domestically and around the world, including Mexico. More specific to this discussion, Agrex originates canola, spring wheat, soybeans and corn from numerous CP served upper Midwest locations to areas of greater demand, including but not limited to Southeast, Gulf, and Mexico. The products are transported by covered hopper rail cars.

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

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

- We ship grain from our CP-served facilities in North Dakota, Minnesota, Iowa, AB, SK, and MB to our customers with elevators/terminals in the South Central and Gulf region.
- CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively).
- And we know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior.

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

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

KCS and CP have had a cooperative relationship in the past. While CP-KCS joint routes are among our transportation options, 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.

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

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

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

Respectively,

A handwritten signature in black ink, appearing to read "Chris Wetzell".

Name: Chris Wetzell

Title: GM

Company: Agrex Inc.

Date: 3/25/21

STB Finance Docket No. 36500
CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Navin Kumar Askaran and my business address is 210-254 Edmonton Street, Winnipeg, MB R3C 3Y4. I am the Acting CEO of Agrocorp Processing Limited (APL). In my role, I am responsible for the overall management of the company's agricultural commodities' processing and trading operations across 5 Plants in Alberta and Saskatchewan provinces, Canada.

APL has had a long relationship with CP for over a decade, with CP handling goods from our Plants in Cut Knife, Innisfail and through third party suppliers. Destinations serviced are Vancouver in Canada, Pine Bluff and Gaston in the USA.

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

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

APL mainly ships lentils, peas and pea protein from CP-served facilities in Cut Knife and Innisfail to our customers through elevators/terminals in Vancouver and USA. Destination markets include South America, China, Indian sub-continent and other Asian countries.

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

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

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

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

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

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

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

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of lentils, peas, protein from Canada to USA and Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. This new service will ensure quality of goods and efficient delivery to our customers.
- In the long-term there may be higher cost-benefits through increased trading that can be planned with the availability of single-line rail service into the USA and Mexico.

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

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

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

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

Sincerely,



Navin Kumar Askaran

Acting CEO

Agrocorp Processing Limited

March 29, 2021

Attn: United States Surface Transportation Board
Washington, D.C.

Re: Proposed Merger of Canadian Pacific Railway and Kansas City Southern Lines

Dear Board Members:

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

Alberta's Industrial Heartland (AIH) is a 582 square kilometre heavy industrial energy cluster located in the northeast region of Alberta, Canada. AIH is the largest hydrocarbon processing region in Canada, home to over 40 companies providing significant economic and employment benefits to Alberta. AIHA is responsible for promoting and attracting future sustainable investments into the region.

Growth of AIH will require shippers to have access to cost effective and efficient rail services to connect with global customers. AIHA believes that under the proposed merger, current and future shippers in AIH will benefit from:

- New single line haul offerings delivering dramatically expanded market reach to the U.S. South.
- Enhanced service offerings, lower transit times, and direct access to premier ports on the U.S. Gulf Coast and Atlantic coast.
- Expanded and alternative network routes that avoid Chicago.

AIHA believes that the proposed merger will help support the critical infrastructure required for Alberta's exports and promote investment and development in the region.

Sincerely,



Mark Plamondon
Executive Director
Alberta Industrial Heartland Association



March 25, 2021

Attention: United States Surface Transportation Board
Washington, D.C.

Proposed Merger of Canadian Pacific Railway and Kansas City Southern Lines

Dear Board Members:

Alberta Midland Railway Terminal Ltd. (AMRT) is a private rail logistics facility located within Alberta's Industrial Heartland, the largest petrochemical processing region in Canada. As a key north American industrial area that features investments from both established American and Canadian companies, over 280,000 railcars of energy and petrochemical shipments leave this region annually, together with over 45,000 inbound carloads of steel and manufactured goods as well.

AMRT serves many of these customers including U.S. based energy shippers, refiners, and Canadian chemical manufacturers. Accordingly, AMRT would like to concur with CP's assertions that users of the combined rail network will benefit from:

- New single line haul offerings delivering dramatically expanded market reach to the U.S. South.
- Enhanced service offerings, lower transit times, and direct access to premier ports on the U.S. Gulf Coast and Atlantic coast.
- Expanded and alternative network routes that avoid Chicago.

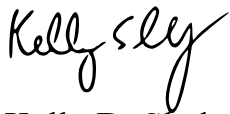
We truly believe that this combination represents great synergy and opportunity for AMRT and by extension companies and shippers who use rail to access our region. Alberta's Industrial Heartland is a great example of a region where the USMCA has a positive impact by providing trade access for American companies, made

March 25, 2021/Page 2

possible by the competitive rail service that CP provides. This combination of CP and KCS will only serve to enhance this.

Please add our support for the CP and KCS merger in your deliberations.

Yours very truly,



Kelly D. Sledz
Chief Executive Officer
Alberta Midland Railway Terminal Ltd.

VERIFICATION

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

Executed on March 25, 2021



Kelly D. Sledz



SHIPPER SUPPORT LETTER

ATTENTION: Surface Transportation Board

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 currently shipping propane cars on the CP/KCS/KCSM rail network to link Edmonton propane supply with Mexican demand. I am a very satisfied CP customer and extremely happy with the relationship with CP.

Alerio Marketing supports the combination of the CP/KCS combination as I would expect better service through streamlining of processes. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

With the vast network and reach of the combined CPKC, 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.

Alerio Marketing is a shipper of propane from CP-served facilities in 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 understand that the integration of CP and KCS is a very important issue to both companies. 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.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of propane from Edmonton to Mexico.



- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.
- I look forward to when an integrated system from CPKC to track the movement of goods through one portal end to end.

For these reasons, Alerio Marketing is supportive of the combination of CP and KCS, because it will enhance service, drive efficiencies and enhance competition. Alerio Marketing urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I, Tai Tran, declare that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 30, 2021.

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

[Signature]

Tai Tran



STB Finance Docket No. 36500

CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Mark Hudson and my business address is 9100 Boul Henri-Bourassa E, Montreal-Est QC H1E 2S4, Canada. I am Vice President, Logistics of American Iron and Metal Inc.. In my role, I am responsible for all aspects of international and domestic trade execution as relate to logistics.

American Iron & Metal (AIM) is a family-owned, Canada-based company founded in 1936 in Montreal, Quebec, with 3000 employees and 90 locations around the globe. Recognized as one of North America's most sophisticated metal recyclers, specializing in the recovery and recycling of scrap metal by-products, AIM has evolved into a successful and multifaceted company with a global footprint.

Rail transportation is an integral part of AIM's supply chain. With rail-served scrap yards throughout Eastern Canada and the US and a private fleet of over 1,600 rail cars. Rail transportation enables us to deliver our scrap metal to steel manufacturers in Canada and the U.S. as well as to move product efficiently between our own facilities and yards.

Currently, we have two scrap yards and processing facilities directly served by CP – in Hamilton, ON and Bangor, ME from which we ship to various destinations in the US; CP also accesses our yard at the Port of Saint John, NB via NBSR haulage. Our relationship with CP has evolved over the last several years and we continue to explore opportunities to grow our footprint with CP by opening new locations on their network. The consistent and reliable service of CP allow us to meet the requirements of our customers and extend our reach into new and expanding markets. We directly benefit from the value of CP's service, which can be demonstrated by competitive rates, network reach, fast transit times and industry leading safety practices.



We ship outbound scrap metal from our CP-served facilities in Hamilton, ON and Bangor, ME to various U.S. steel producers such as Steel Dynamics Inc. in Columbia City and Butler, IN; SSAB in Montpelier, IA and others, as well as from Bangor, ME to the Port of Saint John, NB for export. We also ship outbound fluff from Hamilton, ON and Saint John, NB to our facility in Montreal, PQ. Finally, we also ship scrap for partnership yards with Inland Steel out of CP-served facilities in Floral, SK and Lloydminster, SK going also to the listed above destinations in IN and to Selkirk, MB. Currently we only ship scrap from Kentucky to Mississippi (SDI Columbus) and currently other business has not been forthcoming. We hope with this merger we will be in a more competitive position to ship from Canadian points of origin (CP served) further south and south west of the United States. We also have a joint venture in California and have just begun to ship from there into Mexico, our relationship with CP would hopefully improve our ability to increase this flow.

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

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. AIM has not often spoken favorably about railroad consolidation, but we see this transaction as potential beneficial to our particular trade going forward.

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

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



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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of scrap metal from Hamilton, ON to Columbus, MO and by providing access to additional export locations/ports in the Gulf.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will hopefully improve transit times and reliability, which will reduce our equipment costs and improve our efficiency if we ship South of Kansas City.
- AIM boasts a proven track record in environmental waste management that is second to none. We promote environmental sustainability at every aspect of our business and are excited that in addition to providing new competition against other railroads, the new single-line routes made possible by the transaction are expected to shift trucks off crowded U.S. highways, yielding reduced highway traffic and lower carbon emissions.
- KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

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

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



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

Executed on 29th Mar 29, 2021.

A handwritten signature in blue ink, appearing to read 'Mark Hudson', is written over a horizontal line.

Mark Hudson



ATTENTION: Surface Transportation Board

RE: Finance Docket No. 36500, CP/KCS Combination

My name is Jonathan Sinton and my business address is 9300 Arrowpoint Blvd., Charlotte, NC 28273, USA. I am the Regional Head of Procurement, North America with A.P. Moller – Maersk (“Maersk”). In my role, I am responsible for procurement decisions for the North America market, including rail services.

Maersk is the leading global container logistics company in the world. We rely heavily on efficient rail transportation services from ports to inland destinations and are intimately familiar with the rail options available from ports across North America. We contract with all the Class I North American railroads for rail transportation services.

We have in-depth familiarity with the capabilities of the separate Canadian Pacific and Kansas City Southern networks. Both of these railroads are good transportation partners of ours, and they provide efficient and effective transportation services. But separately they are not able to provide nearly the reach as they would if they were combined.

Maersk supports actions, initiatives, investments and business combinations that increase supply chain efficiency, fluidity and velocity at competitive prices. The transaction will have particularly compelling benefits from traffic moving inland from the KCS-served port of Lazaro Cardenas, where APM Terminals operates a terminal. We have been quite impressed by the work KCS has done to develop efficient intermodal services connecting Lazaro Cardenas with central Mexico and points on KCS’s system in the United States. KCS’s current reach, however, is limited, as it does not extend beyond Kansas City. The combination with CP promises to open up new options for efficient intermodal rail transportation all the way into America’s Heartland. We don’t expect these options to supplant the current options from ports on the U.S. West Coast, but as recent supply chain challenges have shown, the entire U.S. economy – and indeed the World economy – benefits when there are better transportation options available to overcome logistical challenges.

From our perspective, the ability for a combined CPKC network to offer 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. A more efficient rail network results allows for strengthened competition against the other, larger rail carriers and trucks that serve our markets.

Maersk relies upon CP’s service to deliver containerized freight destined to or originating from overseas markets in a safe, efficient and cost-effective manner. CP has provided us with excellent service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively).

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

At the same time, the complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that we do not anticipate adverse impacts on our ability to cost-effectively procure rail service from the relevant market. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

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

For these reasons, Maersk can support the combination of CP and KCS, because it will provide expanded options and drive efficiencies for customers of all sizes without sacrificing competition.

VERIFICATION

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

Executed on March 30, 2021.

DocuSigned by:

B6B05DED50314D7... [Signature]
Jonathan Sinton



ATTENTION: Surface Transportation Board

RE: Finance Docket No. 36500, CP/KCS Combination

My name is Jose Rueda Salinas and my business address is Terminal de Contenedores II, Interior Recinto Portuario S/N., Lázaro Cárdenas, Michoacán C.P. 60950. I am the Managing Director of APM Terminals Lazaro Cardenas ("APMT Lazaro"). In my role, I am responsible for the operations and overall growth and business performance of APMT Lazaro, including our relationship with importers and other stakeholders.

APMT Lazaro is a key gateway terminal on the West Coast of Mexico serving many destinations within Mexico, but also has connectivity through KCS to US markets. APMT Lazaro is owned by AP Moller – Maersk, the world's leading and largest container logistics company. We rely heavily on efficient rail transportation services from ports to inland destinations and are intimately familiar with the rail options available from ports across North America.

As a result, the transaction will have particularly compelling benefits from traffic moving inland from the KCS-served port of Lazaro Cardenas. We have been quite impressed by the work KCS has done to develop efficient intermodal services connecting Lazaro Cardenas with central Mexico and points on KCS's system in the United States. KCS's current reach, however, is limited, as it does not extend beyond Kansas City. The combination with CP promises to open up new options for efficient intermodal rail transportation all the way into America's Heartland. We don't expect these options to supplant the current options from ports on the U.S. West Coast, but as recent supply chain challenges have shown, the entire U.S. economy – and indeed the World economy – benefits when there are better transportation options available to overcome logistical challenges like the recent congestion at other West Coast ports.

The new options that a combined CP/KCS operation will be able to provide will expand our competitive options and open up new markets for APMT Lazaro.

APMT Lazaro supports actions, initiatives, investments and business combinations that increase supply chain efficiency, fluidity and velocity at competitive prices. Based on our review to date, we believe that a CP/KCS combination would likely result in these positive attributes and therefore APMT Lazaro supports the CP/KCS combination.

VERIFICATION

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

Executed on March 30, 2021

DocuSigned by:

[Signature]

9838E0F5917646A
Jose Rueda Salinas



SUPPORT LETTER

ATTENTION: Surface Transportation Board:

My name is Jack Matasosky and my business address is 21476 Grenada Avenue, Lakeville, MN 55044. I am owner of APPRO Development, Inc. and Cerron Commercial Properties. In my role, I am responsible for the development of commercial/industrial properties. I have been involved in industrial park developments in the Lakeville, Rosemount and the Minneapolis/St. Paul area for over 40 years. Rail, having been a key component for many of our clients. I have also been a member of the Lakeville Economic Development Commission for over 25 years. We greatly value the CP rail service to our Airlake Industrial Park.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. I fully support the merger and look forward to the operational benefits that our clients will receive when this merger is complete.

Respectfully,

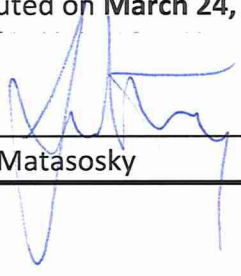
Jack Matasosky
CEO

APPRO Development, Inc / Cerron Commercial Properties

VERIFICATION

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

Executed on **March 24, 2021**



Jack Matasosky



March 25, 2021

The Honorable Martin J. Oberman
Chairman, United States Surface Transportation Board
395 E Street, SW
Washington, DC 20423-0001

Dear Chairman Oberman and Surface Transportation Board Members,

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 rail operations - both intra Canada and cross border. The CPR is a major supplier of intermodal services to our company.

We understand that Kansas City Southern and Canadian Pacific are requesting authority to enter into a transaction that would put them under common control. We support this application as the combined network will create a rail network that offers significant opportunities for service improvements and efficiencies.

A CPKC combination is also interesting to us because of the potential for a cost-effective alternative to truck to and from many more points in the United States, Canada and Mexico. I can foresee no reduction in competition by reason of the acquisition and in fact only increased competition for trucks and other rail carriers.

We believe that the proposed combination may provide significant benefits to us and therefore our company supports the application.

We urge the Surface Transportation Board to judge the proposal on its merits and we look forward to a positive outcome.

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

Sincerely,

A handwritten signature in cursive script, appearing to read "Lance Norman", is written over a faint, larger version of the same signature.

Lance Norman
Executive Vice President
APPS Transport Group

6495 TOMKEN ROAD, MISSISSAUGA, ON L5T 2X7
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SHIPPER SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is Randy Zulinick and my business address is 400-970 McMaster Way, Kamloops, BC Canada V2C 6K2. I am the Vice President of Operations of Arrow Transportation Systems Inc. and Arrow Logistics (Arrow). In my role, I am responsible for the overall management and strategic direction of our business units in Canada and the United States.

Our company has been working together with CP for over 40 years, providing materials handling, logistics, and freight solutions to a wide variety of shippers and receivers across Canada and the United States. Today we are one of the largest shippers of forest products in North America and we handle a wide range of products such as building materials, steel, aggregates, equipment, liquids, and bulk agricultural products.

Arrow supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible. Arrow views the CP/KCS combination as nothing but positive for our customers and our business such as improved transit time to market, better asset utilization, reduction of greenhouse gas emissions, and ultimately results in a more efficient rail network.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, we are confident that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

The opportunity to move freight seamlessly into the Gulf Coast, Dallas, and Mexico on a single line haul would be incredibly beneficial to our company and our customers. CP is a very well-run railroad that has provided excellent service, but it is a detriment to not have destinations beyond Kansas City.

Arrow truly views the CPKC transaction to be very beneficial and we do not see any downside to this consolidation.

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our inbound and outbound rail shipments.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

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

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

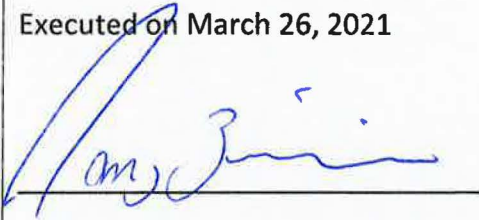
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction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

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

VERIFICATION

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

Executed on March 26, 2021





The Arthur Companies

To: Surface Transportation Board member

My name is Kevin Karel and I am the General Manager of The Arthur Companies. The Arthur Companies is a diversified agriculture business headquartered in Arthur, North Dakota, with locations in Anamoose, Ayr, Carrington, Harvey, Page, and Pillsbury. The company, founded in 1906, is privately-owned with businesses in grain operations, agronomy services, and retail sales of seed, fertilizer, and chemical. Arthur Companies also operates a wholesale fertilizer, birdseed, and propriety trading business. The company is partnered in a premium ingredient business, Anchor Ingredients, with locations in Hillsboro, Buffalo, Beach, ND, and Culbertson, MT. There is a proud tradition of customer service excellence in all that we do, and we are focused on putting business decisions close to our customers enabling leadership at all levels of our organization. We currently utilize rail, truck, air and intermodal modes of transportation to facilitate markets for our farmers crops and their input selections. We currently do business on multiple railroads in the United States, Canada and Mexico.

The Arthur Companies supports approval of the CP/KCS combination, with a high expectation that North Dakota farmers get additional markets and better service.

- CP/KCS is a unique Class 1 merger. Which has marketplace effects.
 - For The Arthur Companies, it creates a brand new and single-line option for shipments from North Dakota to the Southern US, including the Gulf, and to Mexico, in competition with UP and BNSF.
 - More generally, not only are the two railroads much smaller than the larger Class 1 railroads (the Big Four), but the transaction is also the only one possible that has no competitive overlap, no likelihood of service disruption, and that creates no strategic imperative for other railroads to combine in answer to the transaction.
 - For that reason, the KCS waiver from the new Major Rules adopted in 2001 makes perfect sense – this is exactly why the KCS waiver was granted.
- The best way to discourage further Class 1 consolidation is for the STB to retain the KCS waiver and apply the Old Rules to the CP/KCS proposal.
 - The New Rules have done their job so far and discouraged any further consolidation involving the Big Four.
 - Changing the New Rules, by removing the waiver and applying them to CP/KCS, could well make further consolidation more likely rather than less.
- This transaction likely will be approved either way for the reasons noted above – it strengthens competition and there is no competitive overlap, no service risk, and no downstream “end game” risk.

- If the STB applies the Old Rules, the new requirements of the New Rules remain untested and their uncertain implications will continue to deter further consolidation.
- If the STB applies the New Rules, when it approves the CP/KCS transaction it may in the process create hope that other transactions – despite their differences from CP/KCS – might be able to navigate those rules too.
- The combination could create a more efficient connection between critical grain production areas in the US and processors and mills in the Southern US, US Gulf export locations and Mexican markets. This improves liquidity for grain trades, options for grain sourcing, and provides more competition compared to existing options.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient, and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. In a rapidly dynamic marketplace, more shipment options and windows will greatly help the farmer prosper. The CPKC will need to service this customer better than existing. CPKC will need to commit to service levels and price competitiveness in this market. As a customer we need competitive markets with other Class I direct rail markets. I believe this merger would create the opportunity to achieve those goals. My expectations for a combined CPKCS would be:

- Ability to serve existing markets, with a lower shipping cost once combined.
- Better and more consistent equipment
- Accurate arrivals and departures
- Seamless customer service

I support this merger for the North Dakota farmer. I also would testify in front of the STB as to why this merger is needed.

Thank You,



Kevin Karel

VERIFICATION

I Kevin Karel, declare under penalty of perjury that the foregoing is true and correct.
Further, I certify that I am qualified and authorized to submit this letter.
Executed on March 29, 2021.

March 26, 2021

ATTENTION: Surface Transportation Board

My name is Cole Dolny. I am the President & CEO of ASL Distribution Services Limited. ("ASL"). I am responsible for leading the development of the vision and strategy for the company in consultation with our board of directors and executive team, growing the value of the company, and managing the relationship with our major customers and carrier partners. ASL is a logistics business that manages various modes of transportation as well as warehousing and final mile deliveries. We use rail for many of our customers.

ASL supports approval of the CP/KCS combination. I believe the merger would provide significant benefits to the North American supply chain. For our perspective, the transaction promises to provide improved service options and increase transportation competition in the markets they and we serve.

CP has provided us with good service, however its market reach is limited today and we support this being expanded. Furthermore we believe that single-line rail service options are far superior.

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

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

Yours truly,



Cole Dolny

President & CEO

ASL Distribution Services Limited



March 29, 2021

ATTENTION: Surface Transportation Board

My name is Abby Mann and my business address is 12745 116th Avenue, Surrey, BC V3V 7H9. I am Vice President – Plywood and Transportation for AP Group of Companies (Aspen Planers Ltd.). In my role, I am responsible for the entire group's transportation needs.

Aspen Planers Ltd. is very reliant on the CP to move its Lumber and Plywood products throughout North America. We have been pleased with our relationship and level of commitment and service that CP provides us.

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

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

In my mind it is always better to have a single-line rail operator to deal with. The cargo flows much smoother from origin to final destination, in most cases saving weeks if not longer on the transit time. Not only does our customer get the product quicker but the whole system gets the empties back into circulation that much faster. These two points are integral and vital in this day and age to our business and its needs.

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments.

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. This will allow for quicker turnaround of empty Box Cars and C/B railcars once they reach destination. This is vitally important for a shipper like us.

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

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

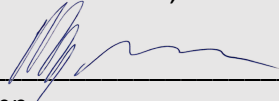
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction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

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

VERIFICATION

I, Abby Mann, declare under penalty of perjury [“under the laws of the United States,” if executed outside of the United States] that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 29, 2021.

 [Signature]
Abby Mann

30th Mar 2021

Surface Transportation Board

Re: CP Rail's proposed acquisition of Kansas City Southern Railways (KCS)

My name is Vishnu Sharma and I am Global Head of Sourcing and Logistics for Pulp Business of Aditya Birla Group, which operates 5 Pulp mills globally, 3 of them being in Canada.

Our relationship with CP is relative to one of our Pulp Mill in Canada – AV Terrace Bay Inc (AVTB), where we produce NBSK pulp. AVTB, being on CP rail network, is dependent on a reliable CP network to move our Pulp, both in Canada and US, directly or through interchanges with other rail companies. Annually we move close to 3000 rail cars as part of outbound logistics from the mill. We appreciate the relationship we have built with CP as our railway partner

The proposed acquisition of KCS by CP Rail is a welcome news as far as AVTB is concerned. A direct connectivity to Southern US and Mexico, as currently being served by KCS, will help us over a period of time to widen our market base. A direct connectivity is always a better option as it not only speeds up the cargo movement but also avoids dealing with multiple rail companies under Rule 11 besides avoiding billing errors etc. We also appreciate that CP and KCS are extremely safety focused which is important to us and our customers.

I do hope that the proposed acquisition of KCS by CP rail, will receive necessary approval from your office at the earliest.

Regards



(Vishnu Sharma)

Global Head – Sourcing and Logistics
Pulp Business – Aditya Birla Group

Axis Warehouse LLC

1099 Pratt Boulevard • Elk Grove Village, Illinois 60007 • Phone: (224) 222-0010 • Fax: (224) 222-0015
1340-1344 Brewster Creek Blvd, Bartlett, Illinois 60103

ATTN: Surface Transportation Board

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

My name is Daniel Goldberg, and my business address is 1099 Pratt Blvd, Elk Grove Village, Illinois. Axis Warehouse ("Axis") is a receiver of rail cars on the CP via PG, typically rail cars containing food and auto parts. Service has not been great from the South the past few years.

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

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve in the Midwest. The combined CPKC network- with the 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. Also, with the two railroads strong focus on safety and their track record of operational excellence, I have no doubt that CPKC should be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Axis sees this transaction as uniquely beneficial, with none of the downsides that might result from another round of class I consolidation.

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

VERIFICATION

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

Executed on March 26, 2021.


Daniel Goldberg



ATTENTION: Surface Transportation Board

My name is Steve Ramescu, and my business address is 4900 Armand Frappier, St Hubert Qc. Canada. I am President of Axsun Inc

Axsun is an IMC specializing in Intermodal Transportation services in North America. As an Intermodal service provider, we ship various types of goods using all railroads on the continent. We have worked with CP for decades as well as using the KCS through TFM (KCSM) for rail services to and from Mexico for many years.

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

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

CP has historically provided us excellent service; however, its market reach has been limited relying on interlining traffic. Allowing CP to have a single line service uniting Canada, U.S and Mexico will provide a benefit to the shipping community by streamlining rail service and allow CP/KCS to provide a more economical, seamless, and environmentally friendly option when compared to today's traditional methods. This also has enormous benefit in alleviating congestion points of physical road cross-towns or connections, taking more shipments off the highways.

Another major benefit to a CP / KCS merger, is to streamline operational and customs procedures by issuing only one seamless waybill. Having this seamless operation eliminates the element of error and costly delays, which ultimately benefits the shipping community.

Having CP and KCS combined will provide additional competition to the current market and provide shippers with an excellent choice when choosing their shipping methods. A combined CP and KCS will expand existing markets while allowing greater and new markets to be developed. With today's driver shortages, environmental issues, and the push to get more traffic off the roads, we only see benefits to this transaction being secured.

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

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

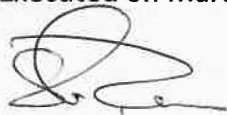
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction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

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

VERIFICATION

I, Steve Ramescu, declare that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 23, 2021

A handwritten signature in black ink, appearing to read 'Steve Ramescu', is written over a horizontal line.

Steve Ramescu



ATTENTION: Surface Transportation Board

My name is Lisa Anderson and my business address is 2905 West Service Rd, Eagan MN I am Intermodal Manager of Bay and Bay Transportation. In my role, I am responsible for managing the intermodal operations group

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

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

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

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

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

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

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

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

VERIFICATION

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

Executed on 3/26/2021

Lisa Anderson



3.26.21



*GAZ PROPANE - GROS & DETAIL
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Tél. : (450) 889-5944
(800) 361-5598
Fax: (450) 889-8179

5300 ch. St-Gabriel
St-Félix-de-Valois, QC
J0K 2M0

STB Finance Docket No. 36500
CP-KCS Proposed Combination
SHIPPER SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is Dominic Belleville and my business address is 5300 chemin St-Gabriel. I am the supply director of Bell Gaz and Energie Sonic. In my role, I am responsible for the propane supply.

Bell Gaz and Energie Sonic (the Filgo-Sonic Group) ship propane rail car on CP rail.

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

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

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

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


Dominic Belleville, CRIA, CMILT



March 26, 2021

ATTENTION: Surface Transportation Board

My name is Frank Figliomeni with a business address of 9701 Highway 50, Woodbridge, Ontario, Canada. I am the Executive Vice President of Bestway Cartage Limited, a division of Consolidated Fastfrate Inc. ("Fastfrate"). In my role, I am responsible for implementing the strategic plan that guides the direction of the business, overseeing the complete operations of our cross-border trucking division, and managing the relationship with our major customers and carrier partners.

As part of a group of companies that is one of Canada's largest privately held intermodal LTL carriers offering industry-best LTL and TL intermodal transit times, Bestway Cartage Limited provides easy-to-use, time-definite LTL shipping services between Quebec, Ontario and the states east of the Mississippi.

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

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

Bestway ships consumer packaged goods, electronic products, and other raw materials for customers located in central Canada to the United States. As a group of companies, we moved over 28,000 marine containers through the CP network of railway in 2020.

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

Delivering your trans-border commitments since 1976

9701 Highway 50, Woodbridge, Ontario L4H 2G4 T905.565-8877 TF800.268.1564 F905.565.8878
www.shipviabestway.com



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

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

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

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

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

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

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

Delivering your trans-border commitments since 1976

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www.shipviabestway.com



VERIFICATION

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

Executed on March 26, 2021.



[Signature]

Frank Figliomeni



SHIPPER SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is Brad Chase, I'm the SVP of Bison Transport. In my role, I am responsible for all Intermodal, Warehousing and Logistics Operations across North America.

Bison Transport is a significant user of CP for Intermodal move domestic Canada and Cross Border into the US. We have grown our Intermodal business substantially with CP as a result of their best in class service and collaborative approach to business efficiency and growth.

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

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

Bison Transport has a primary business of over the road truck load transportation serving customers in Canada, The United States and Mexico. Our Intermodal business is a complement to our over the road business. We believe strongly that the needs of our customers to have alternatives to optimize their freight needs could be well served in this transaction. While trucking companies typically oppose rail freight evolving we do support this merger to expand market reach for our customers.

We have contracts today with both the CP and KCS railroads. This combination will make the cross border shipping much more efficient and effective to serve customers. The capability to ship straight through from Canada to points in the US and to Mexico will truly help our customers with their overall needs, specifically those we cannot effectively serve with road operations.

This will also strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of cross border rail loads from approximately 200 per month to ideally over 1000.

BISON CARES
...because we're people driven!



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

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

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

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

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

VERIFICATION

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

Executed on March 24, 2021.

A handwritten signature in cursive script that reads "Brad Chase".

Brad Chase, Senior Vice President of Logistics and Multi-Modal



Boise Cascade

ATTENTION: Surface Transportation Board

My name is Scott Martini and my business address is 8714 215th Street West Lakeville MN. I am Sr Lumber Buyer of Boise Cascade. In my role, I am responsible for buying Lumber and Panel products for our Distribution Center in Lakeville MN.

Boise Cascade is a receiver of railcars on the CPRS via PGR typically Lumber /Plywood/ Composite Decking/Rebar/Engineered Wood products into Lakeville. Service has been not great coming from the south the past few years.

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

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

Boise Cascade Timber & wood Division has Plywood Mills and Engineered Wood plants in LA that ship into the Midwest and more specifically into Lakeville MN. Boise also buys rebar and other steel products from Mexico.

Boise Cascade Distribution has locations in Kansas City, St. Louis that should benefit from CPKC merger for Lumber Products coming from Canadian shipments on the CPRS into those locations.

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



Boise Cascade

CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of all Forest Products.

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, typically our shipments have gone thru the Chicago which takes several extra day in transit and forced us to truck several load to meet our customer's demands for product.

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

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

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers. For these reasons, Boise Cascade is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Boise Cascade urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I, Scott Martini, declare under penalty of perjury that the foregoing is true and correct.

Further, I certify that I am qualified and authorized to submit this letter.

Executed on 3/24/2021.

Scott Martini

Date: March 30th, 2021

ATTENTION: Surface Transportation Board

My name is Terese Hunwick and my business address is 10701 S. River Front Parkway, Suite 300, South Jordan, UT 84095. I am the VP Supply Chain of Boral Resources and responsible for rail services.

Boral Industries Inc. is a customer of CP's. We market fly ash from a coal power plant located in Coal Creek Jct, ND which is rail served by the Dakota Missouri Valley and Western Railroad (DMVW). This shortline operates on behalf of CP, providing a CP linehaul shipment for Boral into fly ash destination markets in the Midwest.

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

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

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

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of fly ash from Coal Creek Jct ND to Texas.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico

- and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. Fly ash moves in private cars which are owned or leased by Boral Industries Inc. Faster transit times would reduce the number of cars we need in our fleet, reducing our asset costs.

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

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

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

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



Terese Hunwick
VP Supply Chain
Boral Resources



March 30, 2021

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

Attention: Surface Transportation Board

Border Chemical Company Limited (BCCL) is a shipper of sulphuric acid railcars into Canadian and American destinations. We also receive railcars of raw materials shipped by rail from both countries. We have a long-standing history of working with CP Railway and support the CP/KCS combination.

The merger of these two firms will improve logistical options for Border Chemical and assist in the cost-efficient movement of our raw materials from Louisiana and our finished goods into various USA destinations.

As the general manager of BCCL, I have challenged our team for the past 35 years, to identify improved service options, and find better rail competition within the markets we service. There will be a noticeable improvement to our service levels out of Louisiana by the creation of better competition. As a side benefit during rail labour disputes, we will have access by both major Canadian rail service providers into the southern USA.

For these reasons, BCCL is very supportive for the combination of CP and KCS, because it will enhance competition and improve our access to raw materials in a timely fashion. There will be additional benefit as the demand for our ultra-low mercury grade sulphuric acid is more sought after by USA based customers looking to be more environmentally focused.

BCCL urges STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and create logistical benefits for companies doing business on both sides of the border.

Regards,
Border Chemical Company Limited

A handwritten signature in blue ink, appearing to read 'Dennis Smerchanski', is written over the printed name.

Dennis Smerchanski, P. Eng.
General Manager



BridgePoint Shipper Support Letter to Canadian Pacific

ATTENTION: Surface Transportation Board

My name is Anurag Arun and my business addresses: Toronto Office: Unit # 2, Building G, 20 Barnes Ct, Concord, L4K 4L4
GTA West Office: 6550 Danville Road, Mississauga, L5T 2S6. I am President of BridgePoint Logistics Inc. In my role, I am responsible for overseeing the operation and smooth functioning of the business.

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

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

We see this association as uniquely beneficial on our Canadian and US Corridors.

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

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

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

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

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

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



VERIFICATION

I, **Anurag Arun**, state under penalty of perjury [“under the laws of Canada,”] that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on **March 25, 2021** [25.03.2021].
in Ontario, Canada

Anurag Arun

[Signature]

[Insert typed name]



STB Finance Docket No. 36500

CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Alfie Bingham and my business address is 2001 N. Cline Ave, Griffith, IN 46319. I am CEO of Bulkmatic Transport. In my role, I am responsible for our U.S.-based business, as well as our subsidiary in Mexico.

Bulkmatic de Mexico, our subsidiary, operates multiple rail-to-truck transload terminals on KCSM lines in Mexico. We've been working closely with KCSM and its parent company, Kansas City Southern, for many years to provide shippers in the U.S. efficient rail access to markets in Mexico. By offering rail efficiencies and first-rate service, we have together made new markets in Mexico accessible to U.S. exports. We have been very successful in facilitating increased trade between the U.S. and Mexico and converting a substantial amount of cross-border truck traffic to rail, which has many economic and environmental benefits.

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

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

From our perspective, the more shippers who have single-line access to Mexican markets, the further we can extend the economic advantages of rail service to shippers and receivers on both sides of the border. By offering shippers in Chicago, the Northeast and Canada a streamlined route into Mexico, we believe we'll continue to see trade increase as buyers and sellers discover they have viable access to new markets. Bulkmatic supports any merger that extends the efficiency and service we've worked with KCS/KCSM to offer industrial shippers and receivers over the last 20 years.

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

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada



under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

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

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

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

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

VERIFICATION

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

Executed on 3/30/2021.


Albert Y. (Alfie) Bingham III

March 26, 2021

Surface Transportation Board
395 E Street SW
Washington, DC
20423

Attention: Office of Proceedings

Re: Finance Docket No. 36500, Canadian Pacific Railway Limited, – Control – Kansas City Southern

My name is Bruce Rodgers and my business address is 170 Attwell Drive, Suite 480, Toronto Ontario CA M9W 5Z5. 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 the CP/KCS combination. The transaction would provide significant benefits that our members 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 North American marketplace. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would assist in reach existing and new markets more efficiently. Also with the two railroads' strong focus on safety and their track record of operational excellence, we are confident that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

CP has provided overall good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City, which could expand markets that our members serve effectively. We do know from experience that single-line rail service options are far superior.

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

We are particularly enthusiastic about the role new CPKS 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.

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

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

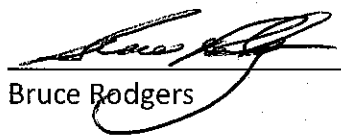
Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

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

VERIFICATION

I, Bruce Rodgers, 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 on behalf of our Association.

Executed on March 26, 2021.


Bruce Rodgers

March 30, 2021

ATTENTION: Surface Transportation Board

My name is Vee Kachroo, and my business address is Suite 400, 111 – 2nd Avenue South, Saskatoon, SK, S7K 1K6, Canada. I am the Senior VP - Operations for Canpotex Ltd. In my role, I am responsible for the Supply Chain movement of Potash, from Saskatchewan to customers around the world.

Canpotex Ltd. ships over 13M mt of potash around the world, thru our terminals in Vancouver, BC, Portland, Or, St. John, NB and Thunder Bay, On. We use CP rail to move our product from Saskatchewan to our terminals. CP Rail handles over 75% of our rail business. We are satisfied with the service CP provides and over the past 5 years have continued to see a very customer centric supplier, focused on innovation to assist us in getting our product to our customers more reliably.

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

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

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

Canpotex Limited

Suite 400, 111 – 2nd Avenue South, Saskatoon, SK S7K 1K6 Canada

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

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of potash from mines in Saskatchewan to international customers in Brazil, Mexico, and other countries in Central and South America. The proposed CPKC network would allow us to have additional port optionality in the Gulf and potential competitive rail direct options into the Mexican market.
- Having a large private fleet of over 5500+ rail cars, CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.
- KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

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

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

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

Canpotex Limited

Suite 400, 111 – 2nd Avenue South, Saskatoon, SK S7K 1K6 Canada

VERIFICATION

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

Executed on March 30, 2021 [Date].

 [Signature]

Vee Kachroo, Senior VP Operations
Canpotex Ltd.

Canpotex Limited

Suite 400, 111 – 2nd Avenue South, Saskatoon, SK S7K 1K6 Canada



caravansupplychain.com

ATTENTION: Surface Transportation Board

My name is Barry O'Neill and my business address is 5420 North Service Road, Suite 101, Burlington ON. I am Vice President and Partner of Caravan Supply Chain. In my role, I am responsible for overseeing the day to operations and sales of our organization.

Caravan Supply Chain Inc. is a full service 3PL and also an Asset based truck operation. As a 3PL, we offer our valued clients intermodal services across Canada as well as to /from the USA and domestic US Intermodal services.

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

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

As a 3PL customer of CP, we see our role as bringing Intermodal services to the small and mid-sized shipper who would not otherwise have the resources or knowledge to manage an intermodal conversion from truck service. We are mode-optimizers for our valued clients and CP plays an important role in supporting our overall service offering with these strategic accounts.

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

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce equipment costs and improve our efficiency. We expect to see reduce dray miles, more capacity available to intermodal shippers and a streamlined customer service approach.



caravansupplychain.com

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

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

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

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

VERIFICATION

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

Executed on *March 26, 2021*.

A handwritten signature in blue ink, appearing to read "Barry O'Neill", is written over a horizontal line.

Barry O'Neill
Vice President
Caravan Supply Chain Inc.



ATTENTION: Surface Transportation Board

My name is Derrick Broome, and my business address is 130 East Chestnut Street, Suite 402 Columbus, Ohio 43215. I am Vice President - Intermodal of C.A.T. Global Logistics. In my role, I am responsible for Intermodal Pricing, Operations and Sales.

C.A.T. Global Logistics is currently a customer of both the CP and the KCS shipping primarily paper goods out of Canada and manufactured goods out of Mexico throughout the U.S. on behalf of our clients.

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

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

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

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

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our cross-border shipments in North America.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico, and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. There will no longer be the necessity to cross dock, crosstown our own units or handle multiple rail bills.

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

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

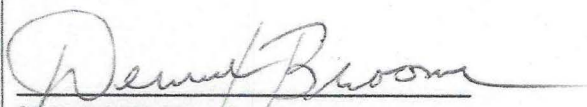
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction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

For these reasons, C.A.T. Global Logistics is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. C.A.T. Global Logistics urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated, and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Derrick Broome, declare under penalty of perjury "under the laws of the United States," if executed outside of the United States that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on 3/29/2021.


[Derrick Broome]

ATTENTION: Surface Transportation Board

My name is Douglas Punzel and my business address is 8505 183rd Suite H, Tinley Park, IL 60477. I am President of Celtic International, a Transplace Company. In my role, I am responsible for the Intermodal business operated throughout North America.

Celtic International is a customer of both CP and KCS moving Intermodal shipments using rail owned equipment.

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

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

We use Intermodal services with the CP, to and from Canada, generally focused on the rail owned box fleet. We use KCS on Southeast/Southwest lanes and in/out of Mexico using rail owned equipment.

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



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

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of 53 Intermodal containers from Mexico to/from US and Canadian points. Growing our Mexico business is a key growth initiative.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. Reducing hand offs in this business is critical.

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

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

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

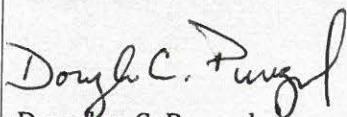


For these reasons, Celtic International is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Celtic International urges the STB to approve CP's acquisition of KCS as swiftly as possible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

VERIFICATION

I Douglas C Punzel 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 3/29/2021.


Douglas C. Punzel





March 29, 2021

ATTENTION: Surface Transportation Board

My name is Chris Stevens and my business address is 850, 335-8th Avenue SW, Calgary Alberta Canada. I am Vice President of Marketing for Centennial Gas Liquids ULC. In my role, I am responsible for developing and implementing Centennial's marketing strategy to purchase, transport, and sell natural gas liquids in North America.

Centennial is responsible for negotiating the Canadian rail contracts for both Centennial Energy and NGL Wholesale Supply, sister companies for NGL Energy Partners.

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

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

Centennial ships LPG across Canada, to our rail terminals based into the United States, and to our Mexican Customers. We have over 3,000 railcars under long term lease, as rail shipments are the primary focus of our wholesale marketing business.

CP is an important business partner, and we see the merger with the KC, and the resulting efficiencies as critical to provide competitive access to some of our markets in the US and Mexico.

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of propane from Western Canada to Laredo, Mexico and points beyond.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our rail car costs and improve our efficiency as we realize more shipments per year on each railcar.



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

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

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

VERIFICATION

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

Executed on March 29, 2021

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

Chris J Stevens
Vice President Marketing



Centerville Iron & Metal Inc.
819 East Elm St.
Centerville, IA 52544
Re: **Support Letter for Merger of CP/KCS**

Attention: **Surface Transportation Board**

Dear Sir/Ma'am:

My name is Bryan Fitzsimmons and I am President/CEO Centerville Iron & Metal with rail operations in the U.S. State of Iowa. We ship scrap to steel mills located in the Midwest area of the U.S.

Canadian Pacific has supported our business with gondola car assignments and shipping throughout the years. There are several individuals inside of Canadian Pacific who routinely have gone above and beyond our expectations in delivering service.

Centerville Iron & Metal is a small shipper and business that completely supports the proposed merger between Canadian Pacific and Kansas City Southern rail companies. We see many benefits however a few of the more prominent ones in our mind is as follows:

- A larger network, with reduced switching fees allowing expansion and growth of business to markets around North America which we don't currently have access to. These markets might include Mexico and customers or mills in that country.
- A larger gondola railcar pool, improving availability and lead time of gondola rail car assignment for shipping.
- A single-line point of service, limiting the possibility for lost time with cars sitting while waiting to be picked up by other shippers (i.e. switching lines). Being a single-line shipper, CP/KCS will provide a seamless interface with which to work to get cars to markets beyond where we currently ship to as well.
- Network efficiency, seeing little to no overlap between the networks means all of the benefits listed should result in a service improvement that is greater than 'the sum of the parts'.

I would like to add that as a small business, it is important for us to have access to these benefits which are not solely helpful to large companies or organizations. Small businesses depend and rely upon access to rail service and the markets they can open up for a company are critical to their growth. This merger does exactly that.

For these reasons Centerville Iron & Metal strongly supports the combination of Canadian Pacific and Kansas City Southern. If you have any questions please don't hesitate to contact me at the email below. I would be happy to expand upon the benefits for us of the merger between CP & KCS further.

Bryan L. Fitzsimmons

March 28, 2021

Bryan Fitzsimmons
President & CEO
Centerville Iron & Metal

bryanf@centervilleiron.com



Animal Nutrition

1209 S 18th St

Centerville, IA 52544

641-856-3020

CentervilleProduce@gmail.com

ATTENTION: Surface Transportation Board

My name is Ryan Stober and my business address is 1209 S 18th St, Centerville, IA. I am President of Centerville Produce LLC and Vice President of Centerville Feed Processing. In my role, I am responsible for new customer acquisition and transportation.

Centerville Produce and Centerville Feed Processing is a current user of the CP for pulse grains coming out of Canada and for shipping out products to destinations along the CP. A CP/KCS combination would allow us to be more competitive on products we export. We have a choice on rail carriers we use and the CP has been our 1st choice due to price and reliability.

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

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

We need a direct line from Mexico to Canada.

We ship from Pork meal and Poultry meal to Mexico and the CP/KCS combination would dramatically open up new opportunities and expansion for our business.

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

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

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

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

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

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

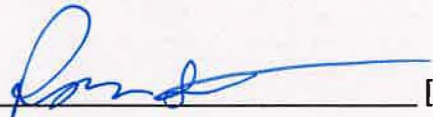
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction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

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

VERIFICATION

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

Executed on 3/24/21.


_____[Signature]
Ryan Stober



STB Finance Docket No. 36500 CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Diane Gray and I am the President and CEO of CentrePort Canada Inc., located at 100-259 Portage Avenue, Winnipeg, Manitoba, Canada, R3B 2A9.

CentrePort Canada Inc. is responsible for facilitating the overall development of the 20,000 acre inland port in Winnipeg, Manitoba. CP's main east-line across Canada runs through the inland port. A significant Rail Park is in the pre-construction phase, located immediately south of the CP rail line. It is anticipated that the companies locating in the Rail Park will be served by CP and will benefit significantly from the CP-KCS combination.

CentrePort Canada Inc. supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible. CP has provided shippers in the Winnipeg market with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively). We know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior.

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help CentrePort companies' reach existing markets and new markets more efficiently. With the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the

Suite 100 - 259 Portage Avenue, Winnipeg MB Canada R3B 2A9
Tel: (204) 784-1300 Fax: (204) 784-1308
www.centreportcanada.ca

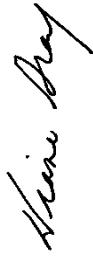
kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

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

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

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

Executed on: March 29, 2021



Diane Gray



701 Xenia Avenue South, Suite 400
Golden Valley, MN 55416
(952) 746-6800
www.ceresglobalagcorp.com

SHIPPER SUPPORT LETTER

March 29, 2021

ATTENTION: Surface Transportation Board ("STB")

I am President & CEO of Ceres Global Ag Corp., with principal offices at 701 Xenia Avenue South, Suite 400, Golden Valley, MN 55416 ("Ceres" or the "Company"). In my role, I am responsible for setting Ceres' corporate vision and running the Company. I submit this letter to the STB in support of Canadian Pacific Railway Limited's ("CP") request for STB approval of its planned merger with the Kansas City Southern railroad ("KCS").

Through its network of commodity logistics centers, Ceres and its subsidiaries merchandize high-quality North American agricultural commodities and value-added products and provide reliable supply chain logistics services to agricultural, energy and industrial customers worldwide. Ceres utilizes multiple transportation modes on several railroads, including the CP, to ship cereal grains and oilseeds (e.g., wheat, durum, soybeans) to and from Ceres-owned assets, third-party facilities, and directly to its customers in the U.S. A typical example of Ceres' shipments via the CP is the movement of grain products from the prairies of Western Canada and the Northern U.S. plains to Ceres' Minnesota terminal assets in Duluth and Minneapolis, and later by rail to grain and oilseed processing customers in the U.S., Mexico or by vessel to international customers. The CP plays a critical role in Ceres' ability to manage an efficient supply chain and provide reliable service to its customers.

Ceres supports the planned combination of the CP and the KCS as it would increase railroad competition by providing shippers additional routes to move products to destinations that the CP cannot serve today. Today, Ceres is unable to access KCS-only destinations directly from many of the facilities (Ceres-owned and 3rd party) from which it originates. The combined CP/KCS network will allow Ceres and others to efficiently access KCS lines and provide added options to access ports in the U.S. Gulf, Atlantic and Pacific coasts and directly into Mexico.

Ceres originates grain and oilseeds from farmers in Western Canada (Saskatchewan, Manitoba & Alberta) and the Northern U.S. (North Dakota, Montana & Minnesota) through Company-owned and 3rd party assets served by CP. While CP has historically provided Ceres with good service, its geographic reach is limited to the northern corridor of the U.S., thereby forcing Ceres to transfer its shipments on the CP to another railroad or mode of transportation (e.g., barge) when appealing opportunities arise to move products south into the U.S., U.S. ports and Mexico. Compared to a single-line haul carrier, which the CP/KCS would become should the combination be approved, the status quo for such shipments is both inefficient and costly. In addition, a single line haul provides the carrier with control of logistics from origin to destination, which would enable the carrier to provide shippers with more consistent monitoring, timing of arrival and pricing.

Ceres is particularly enthusiastic about the role the new CP/KCS single-line routes will play in expanding access to U.S. ports and Mexico. Today, farmers in the upper Midwest lack efficient access to the U.S. Gulf and Mexico, which forces them to lower the price of their products in order to compete globally. In recent years this has proven costly as cheaper logistics from other countries have made it difficult for U.S. farmers and their products to be price-competitive into the world market. A CP/KCS railroad, with its north to south connections, would open new markets for U.S. and Canadian farmers.

Lastly, with CP's strong focus on safety and its track record of operational excellence, we would expect a smooth integration. Given the straightforward network connectivity between the CP and KCS, and the fact that the CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their combination without service disruptions that have accompanied some past rail mergers.

To summarize, Ceres supports the proposed combination of the CP and KCS, because it will enhance railroad competition to the benefit of shippers, provide both farmers and shippers with expanded options for their products, and drive efficiencies for customers of all sizes. Ceres encourages the STB to approve the planned merger as swiftly as possible so that these benefits can be realized as quickly as possible for all stakeholders.

Respectively,

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

Robert Day
President and Chief Executive Officer
Ceres Global Ag Corp.



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

STB Finance Docket No. 36500
CP-KCS Proposed Combination

ATTENTION:

Surface Transportation Board
395 E Street SW
Washington, DC
USA
20423

March 30, 2021

To Whom It May Concern;

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

Chemtrade currently ships hundreds of thousands of bulk loads to customers across North America (primarily the United States and Canada) including businesses and municipalities. We ship a number of commodity chemicals that are used in water treatment, food, pulp and paper, oil and gas, refining, mining, and a myriad of other manufacturing industries. We work with all of the North American Class 1 Railways in a meaningful way and understand the railway space intimately. We have enjoyed a mutually beneficial relationship with both CP and KCS for many years. The service we receive from both of these

organizations is commensurate with other railways and in some instances better. We are currently working closely with CP (and all of our other carrier partners) to identify future improvement opportunities given the current challenges in the marketplace.

Chemtrade supports approval of a CP/KCS combination. The transaction could provide benefits that we are eager to see realized as soon as possible.

From our perspective, the transaction potentially provides opportunity to improve rail service options and invigorate transportation competition in the markets we serve, which is currently somewhat lacking. The combined CPKC network, with new single-line hauls and access to ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets, should in theory, help us reach our existing and new markets more seamlessly and cost effectively. There is potential that with the two railroads' strong focus on safety and operational excellence, the new CPKC should be able to integrate their operations quickly to the benefit of rail customers and other stakeholders. Chemtrade has not often spoken favorably about railroad consolidation, but we see this transaction as potentially uniquely beneficial, with limited downside if the railway executes as promised.

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

We are cautiously optimistic about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers that serve our markets. We hope that a strengthened and new organization will be able to improve upon its current level of service as well as the rate scheme due to synergies.

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

At the same time, the complementary nature of CP's and KCS' networks means that the transaction should not have any material adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC should continue to interchange with all of their other existing interline partners. We are hopeful that the implementation of this transaction can occur without the service disruptions that have accompanied some past rail mergers.

For these reasons, Chemtrade is voicing support for the combination of CP and KCS, because it should enhance competition, drive efficiencies and improve service for customers. Chemtrade requests the STB to approve CP's acquisition of KCS once it has done its due diligence as swiftly as possible.

We would be pleased to discuss any of these matters with you at your convenience.

Yours truly,

Mark de Hueck

Chemtrade Logistics Inc.

Per: Mark deHueck
Director Supply Chain and Logistics

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



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 Pacific ("CP") 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 12,750 shipping containers annually on their networks.

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

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

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. As an ocean carrier, living with competition is a daily reality and we know that we need to serve our customers in the best, most cost effective manner. We believe the combination of CP 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 CP and KCS and the complementary nature of CP's and KCS's networks – connecting only at Kansas City, means that the transaction will not have any adverse effects on competition. Trust me, you would be receiving a much different letter if we were concerned about limiting competition, even if in only one market. Instead, the lack of overlap will make these carriers a better alternative relative to the other options that already exist and we understand that CPKC will continue to interchange with all of their other existing interline partners to provide the services we need.

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

Sincerely yours,

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

Bob Basila
Vice-President





Attn: Surface Transportation Board – Docket No. 36500

RE: CP-KCS Potential Merger

To Whom It May Concern:

I am writing to provide my written support for the combination of Canadian Pacific Railway (CP) and Kansas City Southern (KCS). I believe this combination of railroads will benefit not only Coca-Cola Canada by creating more efficient supply chains across the North American continent, but also open up new opportunities and new markets for businesses.

Coca-Cola and CP work together today to move intermodal and carload traffic across Canada and the USA. CP plays a critical role in the Coca-Cola supply chain, transporting beverage products and enabling Coca-Cola to keep store shelves stocked for the Canadian consumer. 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 potential new opportunities for Coca-Cola to route cargo and source consumer goods from the USA and Mexico. The CP/KCS combination will enable Coca-Cola to convert truck traffic to rail, thereby providing a benefit to the environment and society by taking trucks off the critical public infrastructure of the USA.

We firmly believe that CP and KCS will provide Coca-Cola with safe, efficient and fast service that will allow us to achieve the goal of reducing carbon intensity and improving the North American supply chain's environmental footprint. Coca-Cola urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all shippers across the USA, Mexico and Canada.

Sincerely,

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

David Keenan

Director Transportation

Coca Cola Canada Bottling Ltd



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

STB Finance Docket No. 36500
CP-KCS Proposed Combination
March 29th, 2021

To Whom It May Concern:

I am writing to provide my written support for the combination of Canadian Pacific Railway (CP) 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. Head Quartered in Chicago, Conagra Brands and CP work together today to move our iconic brands across Canada. CP 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 to source materials across the USA and Mexico. The combined CPKC 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 CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

Swift approval of CP's acquisition of KCS would allow these systems to be integrated and the end-to-end benefits of this deal could be realized for the benefit of all shippers across the USA, Mexico and Canada.

Thank You,

Mark Sauve

Manager Canadian Transportation and Warehousing
C 289-788-2482
MARK.SAUVE@CONAGRA.COM
CONAGRABRANDS.COM



March 26, 2021

ATTENTION: Surface Transportation Board

My name is Manny Calandrino with a business address of 9701 Highway 50, Woodbridge, Ontario, Canada. I am the President & CEO of Consolidated Fastfrate Inc. ("Fastfrate"). In my role, I am responsible for developing the vision and strategy for the company in consultation with our board of directors, growing the value of the company, providing the final decision for high-level business changes, and managing the relationship with our major customers and carrier partners.

Fastfrate is one of Canada's largest privately held intermodal LTL carriers offering industry-best LTL and TL intermodal transit times. We have had a long-standing partnership with CP that dates back over 20 years, and we have terminals located in proximity to CP's facilities in all major cities in Canada.

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

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

Fastfrate ships consumer packaged goods, electronic products, and other raw materials for customers located in central Canada and the United States to western Canada and overseas. In 2020, Fastfrate moved over 28,000 marine containers through the CP network of railway.

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach

CONSOLIDATED FASTFRATE INC.

9701 Highway 50, Woodbridge, Ontario L4H 2G4 T 905.893.2600 TF 800.268.1564 F 905.856.4515

fastfrate.com



destinations beyond Kansas City that we ship to, or that could expand the markets we serve effectively.

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

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

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

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

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

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

CONSOLIDATED FASTFRATE INC.

9701 Highway 50, Woodbridge, Ontario L4H 2G4 T 905.893.2600 TF 800.268.1564 F 905.856.4515

fastfrate.com



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

VERIFICATION

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

Executed on March 26, 2021.

[Signature]

Manny Calandrino

CONSOLIDATED FASTFRATE INC.

9701 Highway 50, Woodbridge, Ontario L4H 2G4 T 905.893.2600 TF 800.268.1564 F 905.856.4515

fastfrate.com



SHIPPER SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is James Price, and my business address is 209 West 2nd Street #282, Fort Worth, TX 76102. I am the SVP of Operations of Continental Intermodal Group LP ("CIG Logistics"). In my role, I am responsible for overseeing operations at all terminal locations, whether owned or operated.

CIG Logistics receives railcars from all Class I railroads for purposes of transloading and terminal operations.

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

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

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

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

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

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

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

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

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

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

VERIFICATION

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

Executed on 3/25/2021.

DocuSigned by:

James Price

D29FE57E140E42E...



Continental Logistics Ltd

Unit 5, 4948 126th Ave SE Calgary Alberta T2Z 0H2

ATTENTION: Surface Transportation Board

My name is Chad Nielson and my business address is Unit 5 4948 – 126 AVE SE . I am Director of Continental Logistics LTD. In my role, I am responsible for overseeing all operations.

Continental Logistics is a client of CP , utilizing the rail options CP provides. CP ships all manor of freight from US to Canada and Canada to the US. We value this service as it has become essential to our day to day operations.

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

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

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

- CPKC’s new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC’s new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency by opening the doorto new lanes.

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

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

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

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

VERIFICATION

I _Chad Nielson _____, declare [or certify, verify, or state] under penalty of perjury [“under the laws of the United States,” if executed outside of the United States] that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on ____ 2021-03-26 ____ [date].

____ Chad Nielson ____  ____ [Signature]
[Insert typed name]



March 25, 2021

STB Docket FD36500

Surface Transportation Board
395 E Street SW
Washington DC 29423

My name is Ronald C. MacDonald Sr. V. P. Marketing, Cornerstone Systems Memphis, TN 38125. As Sr. V.P. Marketing I am involved in both rail car and intermodal shipments.

Presently, we handle railcar and intermodal shipments with the KCS (intermodal we do not handle direct but in KCS/NS service). We do not have a way to handle intermodal with KCS/CP as KCS does not provide rail owned 53 ft. containers. Also, with CP we handle intermodal CP/UP and CP/NS shipments but not CP/KCS as CP does not have rail owned containers that can interchange with KCS. The main possible benefit of the merger would be the CP extending the EMP rail owned 53 ft. container fleet to include KCS thus allowing a single linehaul.

Cornerstone Systems is voicing support to the CP and KCS merger. We hope CP can find a way to expand the EMP fleet to the KCS served ramp thus having EMP service between Canada and Mexico as well as on KCS.

I, Ronald C. MacDonald verify that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 25, 2021:

A handwritten signature in black ink that reads "Ronald C. MacDonald". The signature is fluid and cursive, with the first and last names being more prominent.

Ronald C. MacDonald
Sr. V.P. Marketing

cc: Kevin Long
Account Manager

March 29, 2021

RE: *COSCO SHIPPING Lines (North America) Inc. Letter of Support*

To Whom It May Concern at the Surface Transportation Board

My name is HE Qin and my business address is 100 Lighting Way, Secaucus, NJ 07094. I am General Manager of COSCO SHIPPING Lines (North America) Inc. (“CSLNA”). In my role, I am responsible for overseeing vendor negotiations and vendor relations with our partners, including Canadian Pacific Railway (“CP”).

COSCO SHIPPING Lines (North America) Inc. has been a partner of CP for several years and we have enjoyed a successful partnership in assisting our domestic and international customers for several years.

We would therefore like to offer our support to approve the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

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

As an international ocean carrier COSCO SHIPPING Lines requires reliable service with multiple networks to offer our customers. A CPKC combination would allow us to provide this for our accounts to the benefit of all stakeholders.

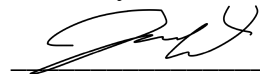
We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example, we are particularly enthusiastic about the role new CPKS 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. KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of

seamless, single-line service we have come to expect from our transportation providers. This Transaction will improve our transportation options.

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

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

Sincerely,



HE Qin
General Manager
COSCO SHIPPING Lines (North America) Inc.



March 29, 2021

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

Via Email

RE: Canadian Pacific – Kansas City Southern Pending Merger

Dear Chairman Oberman:

My name is Chris Mnichowski and my business address is 6636 Berger Avenue, Kansas City, KS 66111. I am President of CTI Freight Systems Inc. (CTIFS) In my role as executive I am responsible for the strategic planning and company vision reporting to the CEO and Board of Directors. Additionally, this position requires overview of personnel who handle day to day operations and sales.

CTI Freight Systems Inc is an asset based 3PL providing shipping opportunities to industry via rail and/or truck or combinations thereof. CTIFS has relations with all Class 1 railroads and transports commodities on the KCS into Canada, on the CSX & NS to the east coast and the NS/UP to the west coast. We also ship on the CN shipping cross border to our U.S. customers.

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

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

CTIFS provides rail transportation service in its private rail shipping foundry coke from Birmingham to California, Virginia & Wisconsin. We ship protein from the Midwest for export and having access to Mexico and the Canadian West Coast with the CP will give us the additional service lanes and capacity to meet current and future demand.

Corporate:

4530 W 207th St.
Bucyrus, KS 66013
www.ctifreightsystems.com

Kansas City, KS
6636 Berger Avenue
Kansas City KS 66111
913-236-7400

St. Joseph, MO
4601 S Leonard Rd
St. Joseph, MO 64503
816-279-7800



-Page 2-

March 29, 2021

Re CP/KCS support letter

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of pig iron from Corpus Christi, TX to Quebec.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.
- CPKC's offerings will allow CTIFS to provide alternatives to the congestion and delays that occur at Los Angeles/Long Beach CA ports.

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

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

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

Corporate:

4530 W 207th St.
Bucyrus, KS 66013

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Kansas City, KS
6636 Berger Avenue
Kansas City KS 66111
913-236-7400

St. Joseph, MO
4601 S Leonard Rd
St. Joseph, MO 64503
816-279-7800



-Page 3-
March 29, 2021
Re CP/KCS support letter

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

VERIFICATION

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

Executed on March 29, 2021.

Chris Mnichowski [Signature]
Chris Mnichowski, President

VERIFICATION

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

Executed on MARCH 29, 2021.

Linda Bastian [Signature]
Linda Bastian, CEO

Corporate:
4530 W 207th St.
Bucyrus, KS 66013
www.ctifreightsystems.com

Kansas City, KS
6636 Berger Avenue
Kansas City KS 66111
913-236-7400

St. Joseph, MO
4601 S Leonard Rd
St. Joseph, MO 64503
816-279-7800



ATTENTION: Surface Transportation Board

My name is Martin Kiehm and my business address is 8415 220th Street West, Lakeville, MN 55044. I am President of Custom Stud, Inc. In my role as owner of the company, Custom Stud Inc is continually exploring better, more cost-effective means for both inbound and outbound shipping.

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

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

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

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

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example, the time in transit is an issue that we, as well as our tenant, find it difficult to justify & drive our costs up.

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

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

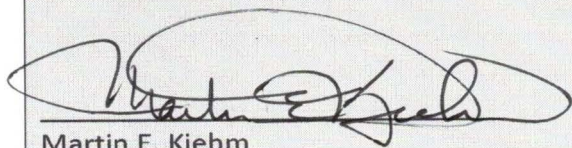
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction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

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

VERIFICATION

I Martin E. Kiehm, 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 3 29 - 21.

A handwritten signature in black ink, appearing to read "Martin E. Kiehm", is written over a horizontal line.

Martin E. Kiehm



ATTENTION: Surface Transportation Board

My name is Neil Byce and my business address is 9696 Fallon Ave, Monticello, MN 55362. I am President of CW Metals. In my role, I am responsible for overseeing all aspects of the business.

CW Metals is a scrap metal recycler and processor who currently has relationships with the CP at two of our scrap yards. Those yards are Lakes Iron and Metals in Detroit Lakes, MN and Crow Wing Recycling in Ironton, MN.

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

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

We ship metal commodities from our CP-served facilities in Detroit Lakes, Minnesota and Ironton, MN to consumer mills south of our location.

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

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

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of metal from our facilities to various consumer mills south of our locations.

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. This change will provide growth opportunities for shipping to additional consumers and potentially reduce transit time.
- We anticipate that expanding shipping opportunities and reducing transit time will aid in the stabilization of metal markets.

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

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

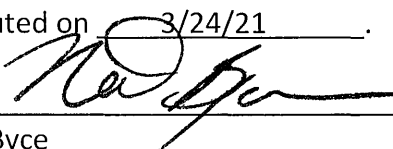
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction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

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

VERIFICATION

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

Executed on 3/24/21.

 [Signature]
Neil Byce

CIUDAD DE MEXICO, March 26th, 2021.

ATTENTION: Surface Transportation Board

My name is Fernando Mosso and my business address is Descartes 54-101, Col Nueva Anzures, 11590 CDMX, Mexico. I am Regional Operations Manager of C Czarnikow Sugar Mexico, SA de CV. In my role, I am responsible for Logistics Operations.

C Czarnikow Sugar Mexico, SA de CV is a Sugar trading company; for export and Import of Sugar in Mexico, USA, and Canada, for several years we have been using rails as transportation method for many of our contracts.

Our relationship with KCS and CP has been satisfactory thru several years for shipping sugar from Mexico to several US destinations and from Canada to Mexico.

C Czarnikow Sugar Mexico, SA de CV supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

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

We ship sugar our CP-served facilities in Taber, AB to our customers in several places in Mexico.

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

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

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of Sugar from Canada to Mexico and Mexico to US, including US to US origin destinations.

C. Czarnikow Sugar Mexico, SA de CV,
Descartes 54-101
Col. Nueva Anzures, 11590
Miguel Hidalgo, DF, Mexico
T (+52) 55 5203 4041
F (+52) 55 5203 4054
E czarnikow@czarnikow.com
www.czarnikow.com

Associated offices: Bangkok, Dar es Salaam, Hyderabad, Dubai,
Guangzhou, London, Mexico City, Miami, Milan, Nairobi, Point Lisas,
Sao Paulo, Singapore, Tel Aviv.



- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency; managing with a new policy transshipment points and avoiding over-administrative issues of using several companies to full fill a route

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

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

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

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

With Best regards

ING. FERNANDO MOSSO

Regional Operations Manager

CCP File

C. Czarnikow Sugar Mexico, SA de CV,
Descartes 54-101
Col. Nueva Anzures, 11590
Miguel Hidalgo, DF, Mexico
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Associated offices: Bangkok, Dar es Salaam, Hyderabad, Dubai,
Guangzhou, London, Mexico City, Miami, Milan, Nairobi, Point Lisas,
Sao Paulo, Singapore, Tel Aviv.



MARCH 30TH, 2021

ATTENTION: Surface Transportation Board

My name is Manuel Cruz. I am the Logistics Manager of Desarrollos Amboise S.A. de C.V. In my role, I am responsible for Purchasing and Logistics for our group.

Desarrollos Amboise S.A. de C.V. is a Propane Wholesale Company out of Monterrey, Mexico. We buy and import propane from the US and Canada and ship it by rail into Mexico. We have had a very good relationship with CP and KCS ever since we first starting importing propane back in 2016. This has been a new operation for us and both companies have been great allies and suppliers.

The CP/KCS combination could be of great benefit by increasing the trade between Canada, USA and Mexico and supporting the free trade agreement. This could also benefit both customers and employees by having 1 single company connecting Canada to Mexico. This could also open new investment opportunities in all 3 countries by increasing traffic and increasing the need for new terminals and infrastructure.

Manuel Cruz

Logistics Manager for Desarrollos Amboise S.A. de C.V.



DOMINION RAILWAY SERVICES

4306 - 52 Street
Camrose, Alberta T4V 1T6

March 29, 2021

Mr. Martin J. Oberman, Chairman
United States Surface Transportation Board
Washington, D.C.

SUPPORT FOR THE COMBINATION OF CANADIAN PACIFIC RAILWAY & KANSAS CITY SOUTHERN LINES.

Dear Chairman Oberman and Surface Transportation Board Members:

Dominion Railway Services Ltd. is a transportation logistics company providing third party services for a host of rail shippers, industrial, and short line railways in both the United States and Canada.

We wish to express our support for the combination of Canadian Pacific Railway and Kansas City Southern Lines. We believe that this north-south railroad will provide shippers for example in the midwestern U.S. with improved single-line access to both Mexican and Canadian markets, and in doing so create economic development opportunities for U.S. companies, along with counterparts in Canada and Mexico.

From our own experience, we know that Canadian Pacific has for many years worked to leverage its Kansas City gateway to the benefit of north American shippers, and that intuitively the introduction of a single line haul specifically will result in improved service options, reduced rail car cycle times, and an increased flow of traffic. Accordingly, logic also suggests that there should be railroad industry jobs created in the Midwest on the combined CP/KC network as additional crews and maintenance personnel are required as volumes grow.

We appreciate the role that the Surface Transportation Board has in assessing the competitive impacts of rail transactions. In the case of CP/KC, it appears that traffic handled by existing interline partners will continue to be interchanged as it has in

the past, and that the merger of these carriers will not have an adverse impact on competition. As a result, a timely approval of the transaction would certainly advance some of the shipper and further industry stakeholder benefits that the transaction seems to represent.

As a result, we are pleased to respectfully submit this letter of support accordingly,

Yours very truly,

DOMINION RAILWAY SERVICES LTD.

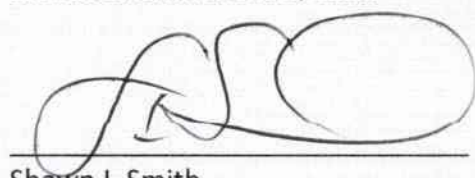
A large, stylized handwritten signature in black ink, consisting of a large loop followed by a series of smaller loops and a final flourish.

S.I. Smith
President

VERIFICATION

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

Executed on March 29, 2021

A large, stylized handwritten signature in black ink, identical to the one above, consisting of a large loop followed by a series of smaller loops and a final flourish.

Shawn I. Smith

Regional Office

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

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

dpworld.com

March 30, 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: Finance Docket No. 36500, CP/KCS Combination

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 and logistics terminals across North America.

DP World has been a transportation partner of CP Rail since 2006. CP Rail provides highly reliable rail connectivity for containers and other cargoes being imported and exported through three of our Canadian marine terminals. Of particular relevance are our terminals in Vancouver British Columbia (Centennial Terminal and Fraser Surrey) and our facility in Saint John (New Brunswick). DP World and CP Rail have enjoyed a very close working relationship, which has been strengthened with CP Rail's recent acquisition of the Central Maine & Quebec railway, which has allowed CP Rail to extend their service offering to Saint John.

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

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



Specifically, we see opportunities with this transaction for CP Rail to expand their connectivity from our Canadian marine terminals into the central United States market. This will significantly increase the level of competition amongst Canadian railroads to destinations such as St. Louis, and will also open up new (previously inaccessible) route options for movement of cargoes from Canadian ports into markets along KC's main line between Kansas City and Shreveport.

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

- CPKC's new single-line haul offerings will expand market reach from Canadian ports into markets south of Kansas City, that were previously inaccessible from Vancouver or Saint John.
- CPKC's new service offerings should create a second option for accessing key hinterland markets such as St. Louis from Canadian ports, thereby providing more competition for importers and exporters in those regions.

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

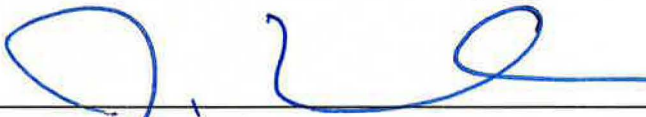
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction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

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

VERIFICATION

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

Executed on March 30, 2021.


 _____ [Signature]
 Matthew Wells Leech



Montreal, March 29, 2021

ATTENTION: SURFACE TRANSPORTATION BOARD

SUBJECT: SUPPORT LETTER CP/KCS MERGER

To whom it may concern,

EACOM Timber Corporation is a major Eastern Canadian wood products company. Operations include the manufacturing, marketing, and distribution of lumber and wood-based value-added products, and the management of forest resources. EACOM owns seven sawmills, a remanufacturing facility, and an engineered I-joist plant with over 1,200 employees. The Company is committed to investing in strong assets, including healthy forests, advanced technology, and talented people.

As EACOM's logistics Director, I am responsible for the transportation of finished products from our production sites to our valuable customers.

Canadian Pacific (CP) is an important transportation service partner for EACOM Timber Corp. (EACOM) helping us getting our products to the market.

With the information available to date on the transaction EACOM supports the approval of the CP/KCS merger. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

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

About 50% of EACOM finished product is transported by rail, CP plays a significant role in our supply chain allowing us to place our products in the market in an efficient and competitive way. We are encouraged by the perspective of a transaction that would allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example:



- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability.
- KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

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

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

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

Sincerely,

Saulo Peranton

Saulo Peranton

Director, Logistics
EACOM Timber Corporation
1-514-848-6815 x5219

saulo.peranton@eacom.ca



Date: March 30th, 2021

ATTENTION: Surface Transportation Board

My name is James McPherson. I am the Logistics manager of ENX Inc. I am responsible for planning the strategy, procurement and execution of rail services.

ENX Inc. is a cement and fly ash supplier distributing our products across North America. Our facility is CN served, but we are able to use CP through Canadian Transportation Agency zone switching.

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

From our perspective, this union promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to U.S. Gulf, South West, and Mexico – would help us reach new and exciting markets more efficiently.

These two railroads have a very strong focus on safety and a proven track record of operational excellence. I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of all rail customers and other stakeholders.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. Some examples of how this merger will directly benefit our organization are:

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of fly ash from Edmonton AB to Texas.
- New CPKC single-line routes will expand access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. ENX is a private car shipper and faster transit times will allow us to own and lease fewer cars, reducing our fleet costs.

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

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



James McPherson
Logistics Manager
ENX Inc.



ETG Commodities Inc.

STB Finance Docket No. 36500 CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Loveraj Rai, and my business address is 6601 Goreway dr. Unit B Mississauga ON L4V 1V6 Canada. I am the Chief Operating Officer of ETG Commodities Inc. In my role, I am responsible for executing the company's business plan and managing daily operations.

ETG Commodities Inc has a long-term relationship with CP; we have shipped pulses, peas and beans from Saskatoon and Regina to Vancouver, Montreal, and Toronto. We extended our business and CP was a major factor in ensuring a smooth entry into the South American market to destinations like Laredo and Eagle Pass TX for furtherance into Mexico. CP's is an integral part of our supply chain.

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

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

We ship grain from our CP-served facilities in Swift Current SK, Success SK, Lajord SK and Cutknife SK to our customers with elevators/terminals in the South Central and Gulf region. As the majority of our grains are exported, ETG Commodities Inc. could greatly benefit from access to a combined 22 intermodal facilities across North America.

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to (like Mexico for example).

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.



ETG Commodities Inc.

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of pulses from Canada to Central and South America.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.
- There will be a seamless traceability of cargo.

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

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

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

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

Sincerely,

Loveraj Rai,

ETG Commodities Inc.

6601 Goreway Drive, Unit B, Mississauga, ON, L4V 1V6, Canada
Ph: +1 416 900 4148 Fax: +1 416 900 4149 Web: www.etgworld.com



EUROCHEM

EuroChem North America Corp.
3227 E. 31st St.
Tulsa, Oklahoma 74105
+1 (918) 496-5115
www.eurochemgroup.com

March 30, 2021

Re: Canadian Pacific and Kansas City Southern Transaction

To Whom It May Concern:

My name is Donal Lambert and my business address is 3227 East 31st St., Tulsa, OK 74105. I am Head of North America for EuroChem North America Corp. ("EuroChem"). EuroChem is an importer and distributor of fertilizer and feed throughout all of North America. Currently, we ship Canadian Pacific ("CP") direct rail from a terminal in Clinton, IA to North Dakota and a large footprint of Canadian fertilizer retailers. The exceptional service provided by the CP commercial and operations team has allowed us to grow this business tremendously. Unfortunately, there are a couple of constraints with the current system, including the terminal at Clinton; specifically:

1. The Clinton terminal is impacted by river close each year, which limits our time to supply the terminal with product to ship outbound via CP rail. We do plan carefully to "freeze-in" supply each year, but this is often cost prohibitive due to storage charges on barges.
2. There are capacity constraints with terminal operations in Clinton as well. The terminal is only capable of storing, holding and loading a certain amount of railcars each day.

With these constraints, we have reached our capacity on rail shipments to various CP destinations, but there is additional demand to the market we serve. If there was a viable alternative for us to supply and ship from then we could meet the additional demand.

A CP/Kansas City Southern ("KCS") combination eliminates both of the issues mentioned above. The combination would give us single-line rail service options. It has been our experience that single-line rail options are a far better value than the two-line hauls currently required to ship CP direct from terminals below the area on the Mississippi River that cannot be serviced by barge once the river closes. With the additional origin points from which to ship CP rail, operational capacity frees up allowing us to meet the demand for fertilizer shipments in the markets we serve.

EuroChem supports approval of the CP/KCS combination. We believe the transaction would provide significant benefits that we are eager to see realized as soon as possible. More specifically, from our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network - with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts would help us reach our existing markets and potentially new markets more efficiently.



EUROCHEM

EuroChem North America Corp.
3227 E. 31st St.
Tulsa, Oklahoma 74105
+1 (918) 496-5115
www.eurochemgroup.com

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. In our opinion, this will strengthen competition against the other, larger rail carriers and trucks that serve our markets. We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada.

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

At the same time, we believe that given the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction is unlikely adverse effects on competition. Instead, we anticipate it will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

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

Sincerely,

Donal Lambert

Head of North America

eUSU: Logistics

SHIPPER SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is James Gibson and my business address is 3501 Algonquin Rd, Suite 830, Rolling Meadows IL 60008. I am a Vice President at Eusu Logistics. In my role, I am responsible for negotiations with all transportation providers and shippers.

Canadian Pacific has been a valued transportation provider to Eusu Logistics for many years. We rely on this relationship to transfer goods and products between the United States and Canada.

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

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

We believe the combination of CP and KCS will provide a service valuable to our customer base including Samsung, LG, and Visio. The ability to provide additional competition is needed in this market.

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of electronics from Mexico to US and Canada.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada

under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

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

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

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

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

VERIFICATION

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

Executed on March 26, 2021.



[Signature]



EVERGREEN SHIPPING AGENCY (AMERICA) CORP.

March 29, 2021

ATTENTION: Surface Transportation Board

Evergreen Shipping Agency (America) serves as North American general agent for Evergreen Line. Evergreen is a global ocean carrier that serves all continents with container ships. Evergreen supports approval of the CP/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 CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

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

Sincerely yours,

A handwritten signature in blue ink, appearing to read "Peter Wan", written over a light blue horizontal line.

Peter Wan

Jr. Vice President – D

Marine Department

March 29, 2021

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

Re: Docket No. FD 365000 Canadian Pacific Railway Limited; Canadian Pacific Railway Company; Soo Line Railroad Company; Central Main & Quebec Railway US Inc.; Dakota Minnesota & Eastern Railroad Corporation; and Delaware & Hudson Railway Company Inc.-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 EVRAZ North America, headquartered at 71 S. Wacker Drive, Suite 1700, Chicago, Ill. 60606, I am writing in support of the application filed by Canadian Pacific Railway to acquire control of Kansas City Southern.

As a rail shipper in both Canada and the United States, and a leading supplier to the largest freight railroads in North America, including both Canadian Pacific and Kansas City Southern, EVRAZ North America believes this transaction will provide significant benefits to our business and the North American economy.

EVRAZ North America is a leading producer of steel and engineered steel products for rail, energy and industrial end markets. We operate steelmaking, steel product production and scrap metal recycling facilities in Colorado, Oregon and North Dakota in the United States, and in Manitoba, Saskatchewan and Alberta in Western Canada. We employ approximately 3,000 workers, including about 1,500 in the United States. About 60 percent of our U.S. workforce is unionized.

EVRAZ North America ships more than 2.5 million tons of finished and semi-finished steel products and general scrap by rail to and from our facilities each year. Our customers are located in all parts of Canada, the United States and Mexico. EVRAZ North America is also the number one supplier of rail to freight railways across North America.

Canadian Pacific is a primary rail service provider for origin and destination of our products (pipe, steel slab, steel coil) and raw materials (scrap) in Regina, Saskatchewan, and Camrose, Red Deer and Calgary, Alberta, though our products and raw materials move on all the class I railroads, including Kansas City Southern.

From our perspective, the combined CPKC network stands to provide improved single-line and long-haul service options into the markets our steel business serves. Unlike other class one mergers that ultimately eliminated service options, this transaction we believe will enhance rail service and efficiency. The complementary nature of the CP and KCS networks –

not overlapping anywhere – means the transaction should not have adverse effects on competition. We are particularly interested in the prospect of CPKC single-line routes into Mexico from Canada and more portions of the central and southern United States.

This extended network can strengthen competition against trucks and other, large rail carriers that deliver to our markets to the benefit of shippers such as EVRAZ North America. CP-KCS joint routes are among our transportation options today and we are familiar with the delays and disruptions that can come with interchange moves involving multiple carriers. This transaction should improve transit times, equipment availability, and service reliability, as well as our overall transportation options.

We applaud these two railroads' strong focus on safety and are especially pleased to hear Canadian Pacific's commitments to invest more capital in what today are underutilized rail corridors. Greater investments in rail infrastructure, including with the premium rail EVRAZ North America supplies and made by our United Steelworkers in Pueblo, Colorado, will further increase rail safety and efficiency. Those improvements can benefit our business, our workers and our customers, as well as the overall freight network in the United States and our shared economy.

In summary, EVRAZ North America supports this proposed transaction for its potential to enhance railway competition, to provide expanded single-line haul options and to improve efficiencies for rail customers. We encourage the STB to approve CP's acquisition of KCS in a timely manner to allow the integration to proceed, clearing the path for major rail infrastructure investments and for the benefits of this deal to be realized for all stakeholders.

Sincerely,

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

Skip Herald
President and CEO
EVRAZ North America

VERIFICATION

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

Executed on March 29, 2021

James "Skip" Herald



Express System Intermodal, Inc.

ATTENTION: Surface Transportation Board

My name is Mark D'Ascenzo and my business address is 801 Warrenville Road, Suite 300, Lisle, IL 60532, USA. I am Managing Director of Express System Intermodal, Inc. (ESI). In my role, I am responsible for implementing the company's strategic objectives.

ESI currently sources intermodal services from CP in U.S. to West Canada lanes as well as KCS in the U.S.

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

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

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

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

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

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

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

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

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

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers such as UP-SP-DRGW-MP-WP which make an oligopoly of rail service in the Western U.S.

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

VERIFICATION

I Mark D'Ascenzo, state that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 26, 2021.



Kevin Peach - General Manager

ATTENTION: Surface Transportation Board

My name is Kevin Peach and our business address is 2472 30th St NE, Gilby, ND 58235. I am General Manager of The Farmers Elevator Company of Honeyford, ND. I manage company-wide operations for an agricultural cooperative that spans three counties in northeastern North Dakota.



The Farmers Elevator Company of Honeyford is a bulk grain shipper and fertilizer retailer on CP's network. Our company regularly ships grain to various CP destinations, both domestic and export markets. The CP has satisfactorily served our company for over 15 years, providing us efficient service, competitive rates, and for the most part, access to competitive markets.

The Farmers Elevator Company of Honeyford very strongly supports approval of the CP/KCS acquisition/merger. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

From our perspective, the transaction provides great potential for improved service options and would stimulate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. We are confident that the CPKC would be able to integrate their operations seamlessly to the benefit of rail customers such as ourselves and other stakeholders. Furthermore, both railroads' strong focus on safety and precision railroading is commendable and something to get behind. The Farmers Elevator Company of Honeyford sees this transaction as beneficial, with no fear of this deteriorating competition in our local markets.

Currently, the Farmers Elevator Company regularly ships bulk grain (corn, soybeans, and wheat) from our main terminal, in Gilby, North Dakota to export markets in the Pacific Northwest and Duluth-Superior, flour mills, ethanol plants, and oilseed crush facilities in the domestic US (many destinations Chicago-Beyond), feed markets in western Canada, and St Louis barge terminals. Other markets exist, but the aforementioned markets currently present most of the opportunity.

We prefer to load rail via our CP-served facility to utilize the cost savings of bulk shipped rail versus smaller truckloads. We actively compete with other local BNSF served competitors to originate grain, oftentimes placed at a disadvantage due to lack of market access to alternative destinations that our competitors have access to on a single line haul.

In our opinion, CP terminals in the upper plains such as ourselves have suffered relative to other local BNSF terminals in regard to market competitiveness. The lack of competitiveness

Kevin Peach - General Manager

has seen decreased grain shipment volumes and margins to the detriment of our shareholders and patrons.

Three specific markets that we struggle to gain access to, due to CP lines only currently extending as far south as Kansas City include, but are not limited to Texas, the Gulf of Mexico, and Mexico. Our BNSF-served competitors have single-line access to these markets. We are not competitive into these markets, as we currently must interline with other railroads to reach such destinations beyond Kansas City.

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 as it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen our competition against local BNSF terminals to gain equal market access.

We feel there are other broader benefits to this merger as well.

- A new CPKC single line route could help fortify North American trade in a time of tenuous trade relations with China. This merger would provide an even stronger infrastructure for the USMCA trade agreement. Agricultural export markets are the lifeblood our local economy, and this provides an additional market to fall back onto.
- Environmentally and logistically, a single line route linking the United States, Mexico, and Canada would provide increased fuel efficiency and less truck traffic congestion.
- CPKC's new service offerings will improve transit times and reliability, which we feel such synergies will reduce our transportation costs and improve our efficiency.

In our experience, KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of competitive, seamless, single-line service that are required to gain long-term market access. This transaction will greatly improve our transportation options.

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

We are impressed by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and



Kevin Peach - General Manager

KCS are the two smallest U.S. Class I railroads, and both utilize precision railroad operation styles, we are confident that they will be able to implement their transaction without any service disruptions.



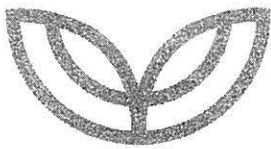
For these reasons, The Farmers Elevator Company of Honeyford, ND is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. The Farmers Elevator Company of Honeyford, ND urges the STB to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

VERIFICATION

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

Executed on March 29th, 2021.


Kevin Peach, General Manager



FARMWARD

COOPERATIVE

Advancing farming for generations

ATTENTION: Surface Transportation Board

My name is Kurt Soupir and my business address is 711 Front Street, P.O Box 278 Morgan, Mn 56266. I am the Grain Merchandiser of Farmward Cooperative. In my role, I am responsible for finding and selling to markets that maximize revenue for my company.

Farmward Cooperative has a grain terminal that is located on a CP owned rail line. With this rail line, we have the ability to ship grain for domestic and export use. The CP has been doing an excellent job keeping our shuttles moving in a timely fashion.

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

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

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

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

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

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

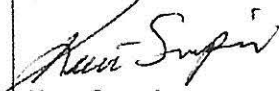
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction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

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

VERIFICATION

I Kurt Soupir, declare to the best of my knowledge, that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 29, 2021.



Kurt Soupir
Farmward Cooperative



March 26, 2021

ATTENTION: Surface Transportation Board

My name is Frank Figliomeni with a business address of 9701 Highway 50, Woodbridge, Ontario, Canada. I am the Executive Vice President of Fastfrate Integrated Logistics, a division of Consolidated Fastfrate Inc. ("Fastfrate"). In my role, I am responsible for implementing the strategic plan that guides the direction of the business, overseeing the complete operations of our asset-based logistics division, and managing the relationship with our major customers and carrier partners.

As part of a group of companies that is one of Canada's largest privately held intermodal LTL carriers offering industry-best LTL and TL intermodal transit times, Fastfrate Integrated Logistics delivers solutions with end-to-end control and visibility to our customers throughout North America.

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

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

Fastfrate ships consumer packaged goods, electronic products, and other raw materials for customers located in central Canada and the United States to western Canada and overseas. In 2020, Fastfrate moved over 28,000 marine containers through the CP network of railway.

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach

CONSOLIDATED FASTFRATE INC.

9701 Highway 50, Woodbridge, Ontario L4H 2G4 T 905.893.2600 TF 800.268.1564 F 905.856.4515

fastfrate.com



destinations beyond Kansas City that we ship to, or that could expand the markets we serve effectively.

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

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

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

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

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

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

CONSOLIDATED FASTFRATE INC.

9701 Highway 50, Woodbridge, Ontario L4H 2G4 T 905.893.2600 TF 800.268.1564 F 905.856.4515

fastfrate.com



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

VERIFICATION

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

Executed on March 26, 2021.

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

[Signature]

Frank Figliomeni

CONSOLIDATED FASTFRATE INC.

9701 Highway 50, Woodbridge, Ontario L4H 2G4 T 905.893.2600 TF 800.268.1564 F 905.856.4515

fastfrate.com



FISHER WAVY INC.

OFFICE 705.674.4291 FAX 705.674.2847

DELIVERY 1 Ceasar Road, Sudbury, Ontario P3E 5P3

MAILING P.O. Box 2000, Copper Cliff, Ontario P0M 1N0

www.fisherwavy.com

Date: March 30th, 2021

ATTENTION: Surface Transportation Board

My name is Andy Wallgren and my business address is 1 Ceasar Road, Sudbury, Ontario, Canada, P3E 5P3. I am the Sales Manager of Fisher Wavy Inc.

Fisher Wavy Inc. is a manufacturer of a wide range of concrete and aggregate products for industrial, commercial, and residential clients in Sudbury ON, Sault Ste. Marie ON, and surrounding areas. Our facility is CP served and we receive cement and slag shipments.

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

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition. The combined CPKC network – with new single-line hauls and access to U.S. Gulf, South West, and Mexico – would help us reach new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

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

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

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

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

A handwritten signature in dark ink, appearing to read 'AWaf', followed by a long horizontal line extending to the right.

Andy Wallgren

Sales Manager
Fisher Wavy Inc.

F. J. Robers Co., Inc.
Intermodal Commodity Barge Terminal
P.O. Box 484 – 816 Bainbridge Street
La Crosse, WI 54602-0484

Date: March 30th, 2021

ATTENTION: Surface Transportation Board

My name is John Noyes and my business address is 816 Bainbridge St, La Crosse, WI 54603, United States. I am the Owner and President of FJ Robers Co Inc. For the last 35 years I have offered transloading services for multiple industries around the globe moving everything from bulk, break bulk and special project cargos.

FJ Robers Co Inc. is a trans loader with rail, barge, and interstate highway access. We move a variety of commodities between the three modes of transportation. Our facility is CP served.

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

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

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of many different inbound and outbound cargos.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency by offering the ability to move cargo seamlessly from Canada all the way to Mexico and points in between.

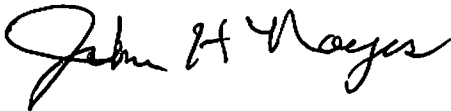
KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will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

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

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

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

John Noyes

A handwritten signature in black ink, appearing to read "John H. Noyes". The signature is fluid and cursive, with the first name "John" being the most prominent part.

Owner & President
FJ Robers Co Inc.



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

ATTENTION: Surface Transportation Board

My name is Dan Leavens and my business address is 7151 44th Street SE Calgary, Alberta Canada. I am Managing Partner of FMI Logistics Inc. In my role, I am responsible for negotiations with our transportation vendors and implementing pricing for our clients with respect to ground and rail transportation solutions.

FMI Logistics Inc. has used CP rail as a core rail vendor for several years to handle our clients supply chain domestically here in Canada and are elated that CP rail has expanded their service offerings further in the USA and directly into Mexico.

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

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

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

Unit 111, 7151 – 44th Street SE
Calgary, Alberta T2C 4E8
PH: 403-723-6660
FX: 403-723-6664

e: admin@fmicanada.com
web: www.fmicanada.com

F M i L O G I S T I C S I N C O R P O R A T E D



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

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

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

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

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

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

Best Regards,

Dan Leavens

FMI Logistics Inc.

Unit 111, 7151 – 44th Street SE
Calgary, Alberta T2C 4E8
PH: 403-723-6660
FX: 403-723-6664

e: admin@fmicanada.com
web: www.fmicanada.com



LETTER OF SUPPORT FROM FOOD, HEALTH & CONSUMER PRODUCTS OF CANADA (FHCP) RE: CANADIAN PACIFIC AND KANSAS CITY SOUTHERN: THE FIRST U.S.-MEXICO-CANADA RAIL NETWORK

ATTENTION: Surface Transportation Board

My name is Michael Graydon. I am CEO of Food, Health and Consumer Products of Canada (FHCP). The food, health, and consumer products sector employs more than 350,000 Canadians across businesses of all sizes that manufacture and distribute the safe, high-quality products that are at the heart of healthy homes, healthy communities, and a healthy Canada. In my role, I am responsible for setting the strategic direction and management of the organization. My business address is 2700 Matheson Blvd. E., East Tower, Suite 602 E, Mississauga, ON L4W 4V9.

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

Our industry requires more capacity to ensure our products are reaching the thousands of retail locations across our country to meet the growing needs of Canadians. Time-starved Canadians expect to find their products on grocery and drug store shelves 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. The Canadian government has set an ambitious target to grow Canada's agri-food exports to at least \$75 billion annually by 2025. CPKC represents an important step in advancing that agenda.

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

VERIFICATION

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

Executed on March 30, 2021.

A handwritten signature in blue ink, appearing to read 'M Graydon', is positioned above a horizontal line.

[Signature]

Michael Graydon



23371 Fisherman Rd
Maple Ridge, BC Canada
Toll Free: 800-388-7022
Phone: (604)-814-5042
Fax: (604)-814-0211

SHIPPER SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is HAPPY GILL and my business address is 23371 FISHERMAN ROAD, MAPLE RIDGE, BC V2W 1B9. I am CO-VICE-PRESIDENT of FRASER PLASTICS LTD.

Fraser Plastics has been using CP for many years and this route will be very important for us starting next month.

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

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

We ship plastic pellets from our CP-served facilities in BC to our customers with elevators/terminals throughout North America.

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

CPKC NETWORK will help FRASER PLASTICS LTD. to expand the customer base without worrying about the logistics.



23371 Fisherman Rd
Maple Ridge, BC Canada
Toll Free: 800-388-7022
Phone: (604)-814-5042
Fax: (604)-814-0211

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

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

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

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

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

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



23371 Fisherman Rd
Maple Ridge, BC Canada
Toll Free: 800-388-7022
Phone: (604)-814-5042
Fax: (604)-814-0211

VERIFICATION

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

Executed on MARCH 26, 2021

[HAPPY GILL]

A handwritten signature in dark ink, appearing to be 'H. Gill', is written over a horizontal line. The signature is stylized with loops and a long horizontal stroke.

STB Finance Docket No. 36500 CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Alex Boisseau, and my business address is 333 Boulevard Decarie, Suite 250. I am Branch Director of Fuze Logistics Services. In my role, I am responsible for Directing of the relative department's Intermodal operations, Ontario highway operations and sales, and office infrastructure.

Fuze Logistics Services is a committed and service-oriented transportation firm with views of Canadian Pacific Railway as a Canadian based railway business partner which our teams utilize to sustain intermodal transportation efficiency, via a single source to ensure customer satisfaction. Our service has flourished and continues reflect strong growth indicators, directly impacted via partnerships created with organizations such as Canadian Pacific Railway.

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

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

The Fuze Logistics services team manages a wide variety of freight via multi-modal solutions which we rely on and operate daily within current CP rail thresholds. Our current processes do include a multi-billing platform that does convolute internal processes and the recent acquisition proposal has our team extremely excited to participate and utilize the proposed partnership/merger services immediately. It allows our network to provide additional capacity within sustained markets of the newly found streamlined network. Our continued and ongoing inbound business initiative strongly coincides with the current proposals and has the potential to utilize the routings in detail inbound from markets such as Saltillo, MX. Silao, MX. And San Luis Potosi, MX destined to several Canadian destinations which can now be serviced via one streamlined platform.

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

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

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of all kinds from Mexico to US and Canadian destinations.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. Via improved transits and overall conformity – our team will be able to provide our structured service with less reach and more diligence utilizing one platform, subsequently reducing costs and overall efficiency.
- The addition of a Canadian platform will allow a streamlined position for both KCS and CPR within a saturated market while maintaining balance between as a collective, allowing for additional capacity and additional (may be noted a special requirements) service needs.

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

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

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two

smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

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

Executed on Tuesday March 30th, 2021.

Alexander Boisseau

Alexander Boisseau



G3 CANADA LIMITED SUPPORT LETTER

ATTENTION: Surface Transportation Board

G3 Canada Limited has a long-standing working partnership with CP rail in Canada shipping grain from our country grain elevators to our port terminals.

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

The combined CPKC network would provide access to ports on the U.S. Gulf, Atlantic and Pacific coasts that would help us reach our existing markets and new markets more efficiently.

Although most of G3 Canada's grain is shipped east and west within Canada we do have customers in the USA and Mexico that could be better served by the new combined entity. CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. Today CP must interline with other railroads to reach destinations beyond Kansas City which is in many cases inefficient.

We are very excited about the transaction because it will allow a combined CPKC to provide more efficient and reliable rail service options. This will strengthen competition and opportunities for grain movement into these markets. We are very supportive of the role new a CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico, and Canada under the USMCA trade agreement.

For these reasons G3 Canada Limited is supportive of the combination of CP and KCS. It will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. G3 Canada Limited urges the STB to approve CP's acquisition of KCS so that these systems can be integrated, and the end-to-end benefits can be realized for all.

Respectively

Don MacDonald

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

VP Operations

G3 Canada Limited



ATTENTION: Surface Transportation Board

My name is David Colter and my business address is 34 Kidder Point Road, Searsport, Maine. I am President/CEO of GAC Chemical Corporation. In my role, I am responsible for overseeing our chemical manufacturing and distribution operations.

GAC Chemical receives close to 1000 railcars per year connected to our business. The railcars headed to our facility originate from Western Canada; Mexico; and the Southern United States. Our relationship with CP is close to one year old due to their 2020 acquisition of the short line railroad serving our facility (CMQR). We view the CP/KCS combination as a key growth driver and opportunity for the Northeastern United States.

GAC Chemical supports the approval of the CP/KCS combination. The transaction would provide significant benefits to our company and region. The combined rail map clearly demonstrates the creation of a rail network supporting commerce between Canada, Mexico and the U.S. We are eager to see the combination realized as soon as possible.

From GAC's perspective, the transaction provides an opportunity for improved service options and transportation competition in the markets supplying key raw materials to our region. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help with our reach to existing and new markets more efficiently.

From a safety and operational perspective, given the two railroads' strong focus on safety and their track record of operational excellence, I am confident that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. GAC does not often speak favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

With GAC located in Maine, rail shipments to our facility can be a logistics challenge given our need to ship from Western Canada, Mexico and the Southern US. We know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior.

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

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

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

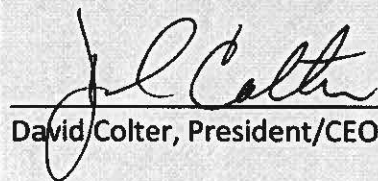
At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options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

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

VERIFICATION

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

Executed on 3/30/21.

 [Signature]
David Colter, President/CEO



*The complete metal
recycling company*

SOUTH SIDE LOCATION

4120 – 84 Avenue
Edmonton, Alberta T6B 3H3
Office 780 461-555
Fax 780 468-6111
Toll Free 1-866-308-5865

WEST END LOCATION

11915 – 156 Street
Edmonton, Alberta T5V 1E8
Office 780 453-7000
Fax 780 452-1736
Toll Free 1-866-328-5865

sales@generalrecycling.com

www.generalrecycling.com

ATTENTION: Surface Transportation Board

My name is Dan Calder and my business address is 4120 84 Ave NW, Edmonton AB. I am the Logistics Manager of General Recycling Industries Ltd. In my role, I work closely with CP Rail billing cars and coordinating service.

General Recycling has its own rail fleet (GRIX prefix) and CP Rail is the rail line that services our yard. Three times a week we receive rail service from CP; our loaded cars are pulled and empty gondolas pushed into our yard. Thru CP Rail, our inventory has shipped throughout Canada and the United States. This relationship has been in place since our facility first opened at this location over two decades ago.

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

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

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

For these reasons, General Recycling Industries is voicing strong support for the combination of CP and KCS and urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

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

Executed on March 29, 2021

A handwritten signature in blue ink, appearing to be 'DC' or 'Dan Calder', is written over the verification text.



March 26, 2021

ATTENTION: Surface Transportation Board

RE: Finance Docket No. 36500, CP/KCS Combination

My name is Doron Grosman and my business address is Suite 610 – 375 Water Street, Vancouver, BC V6B 5C6 Canada. I am the President and CEO of GCT Global Container Terminals Inc. In my role, I am responsible for all facets of the business at our marine terminals in Canada and the United States which includes railway connectivity at our facilities.

GCT fosters a long standing, strong partnership with CP which has been built on a foundation of ensuring fluidity in the supply chain for containerized freight moving via rail. We partner with CP at our flagship terminal, Deltaport which is largest marine terminal in Canada in addition to Vanterm in the Metro Vancouver area.

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

From our perspective, the transaction promises to provide improved service options in the markets which are served via our marine terminals. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – may help us expand to new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence based on our experience, I am confident that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. We see this transaction as uniquely beneficial, where this consolidation of Class I railways would facilitate increased service options for our customers.

CP's partnership has been vital in promoting import and export growth in the United States Mid-West and Canadian markets via our marine terminals in Metro Vancouver. CP has provided excellent service to our mutual customers, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition in our markets also served by other, larger rail carriers and trucks. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for containerized freight shipments.

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will reduce transit times and reliability, which will improve efficiency throughout the supply chain. This will unlock new opportunities for GCT and promote growth for services which call at our marine terminals through the expanded North America network.

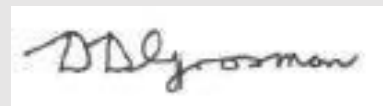
We have been impressed by the attention of CP to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident in their commitment to implement their transaction without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

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

VERIFICATION

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

Executed on March 26, 2021.



Doron Grosman
President and CEO



ATTENTION: Surface Transportation Board

My name is Barry Chypyha and my business address is 800 Alness, Toronto, ON, M3J 2H5. I am Director of Operations & Logistics at Global Furniture Group. I am responsible for leading & managing my organizations supply chain.

Canadian Pacific Railway is my primary intermodal carrier in Domestic Canada and we are looking to expand our relationship to service our North American customers.

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

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Global Furniture Group believe that this is a very unique consolidation transaction that will doesn't have a downside.

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

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

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

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

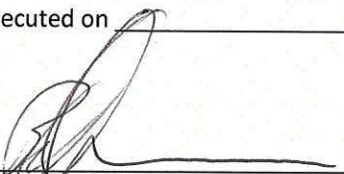


global
furniture
group

VERIFICATION

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

Executed on _____ 03/24/2021.

 _____ [Signature]
Barry Chypyha

March 30, 2021

ATTENTION: Surface Transportation Board

My name is Ray Krantz and my business address is 685 Yankee Doodle Rd. – Eagan, MN 55121. I am the Director of Business Development of Gopher Resource. In my role, I am responsible for ensuring my customers receive on-time delivery of critical materials.

Gopher Resource is a lead battery recycler, and our recycled finished products (lead and plastic) are critical materials that the lead battery industry utilizes to make new batteries which power our everyday lives.

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

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

Gopher Resource ships material from our recycling plants in Minnesota and Florida to customers in Kentucky and Pennsylvania. We have utilized the railroad for more than 20 years to help with this transport.

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

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

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

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

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

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

VERIFICATION

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

Executed on March 30th, 2021.

A handwritten signature in black ink, appearing to read "R. Krantz", written over a light gray rectangular background.

Ray Krantz

STB Finance Docket No. 36500
CP-KCS Proposed Combination**ATTENTION:** Surface Transportation Board

My name is Jackie Bodner and my business address is 503, 10109-106 Street, Edmonton, Alberta, Canada. I am the Business Development lead of Great Northern Grain Terminals Ltd. and I am responsible for identifying and developing new business opportunities for our organization.

Great Northern Grain Terminals Ltd. owns and operates an inland grain terminal and we have been in business for more than 30 years. Our success has been directly impacted by the relationship and service level established with CP over the years.

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

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

Great Northern Grain Terminals Ltd. moves most of its grain via rail. To date, movement has been somewhat limited to domestic and/or West Coast export shipments as the lack of single-line haul locations have restricted alternative market access. As with any industry, any time a shipment needs to be transferred or "touched" by way of supply chain movement, fees, rates, and turnaround begin to increase and, in most instances, these factors have eroded certain market opportunity.

Given the recent announcements, we are very much looking forward to the synergies CP and KCS will be able to offer. In particular, seamless movement of product combined with access to new and exciting markets along the agricultural value chain. Not only do these benefits yield additional opportunities for our grain handling facility but, it also opens up alternative markets to our upstream producers and creates numerous options for our downstream processors.

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of bulk agricultural products.

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, improve our efficiency by increasing the throughput capabilities of our facility.

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

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

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

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

Sincerely,



Jackie Bodner, Business Development
Great Northern Grain Terminals Ltd.
Phone: 780-482-1450
Fax: 780-452-7638



Green Bay Packaging Inc.

ATTENTION: Surface Transportation Board

My name is Frank E. Miller, my business address is 1601 N. Quincy Street, Green Bay, WI 54302. I am Director of Logistics for Green Bay Packaging, Inc. In my role, I am responsible for rail logistics and relationships.

Green Bay Packaging, Inc is customer of both the KCS and CP railroads. We share a long and satisfactory relationship as a customer and shipper with both railroads.

Green Bay Packaging, Inc., supports approval of the CP/KCS combination. The transaction would provide far reaching benefits that we would lead to improved service and increased economic opportunity.

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

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

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

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



Green Bay Packaging Inc.

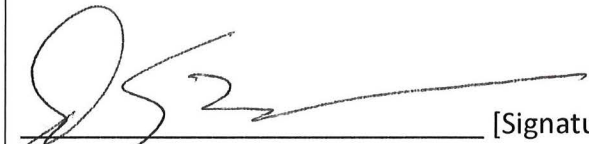
We appreciate the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without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

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

VERIFICATION

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

Executed on 3/30/2021.


_____[Signature]
Frank E. Miller

STB Finance Docket No. 36500
CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Chris Deline, and my business address is Chatham, ON. I am the Logistics and Trade Compliance Manager, B&DS division of Greenfield Global Inc. In my role, I am responsible for rail transportation.

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

Greenfield Global supports approval of the CP/KCS combination. The transaction may provide significant benefits that we will explore as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we may explore. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – may help us reach new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Greenfield Global has not often spoken favourably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation. Greenfield Global continues to look for opportunities where shipping by rail can replace shipping by truck due to the environmental benefits of this mode of transportation.

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

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

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of ethyl alcohol from Ontario to the Midwest and southern US and into Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which would reduce equipment costs and improve efficiency. Further to this, shortened transit times will allow shippers to move the same volume of goods with fewer rail cars in service.

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

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

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

Executed on March 29, 2021.



Chris Deline
Logistics & Trade Compliance Manager
Greenfield Global Inc.



GREENLIGHT TRAFFIC AND DISTRIBUTION INC

ATTENTION: Surface Transportation Board

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

My name is Augustin Martin and my business address is 220-6705 Tomken Road, Mississauga, Ontario. I am a Director of Greenlight Traffic and Distribution Inc. In my role, I am responsible for all rail moves within Canada and the United States of America for our customers within North America.

Greenlight Traffic and Distribution Inc. is a Third-Party Logistics company with customers all across North America (Canada/United States) and we move various products (Grain, Plastic, Metal and Metal, Sugar, Animal feed and Rubber) for our customers across the CP Network. We have been blessed that we are able to utilize the services of CP for our customers. The reason is the level of service is the best in the industry and having efficient service is what makes us as successful as we are and able to provide a wide spectrum of solutions to our customers.

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

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

Greenlight Traffic and Distribution Inc. uses the CP rail network in various combinations to serve our customers, which works well for our customers, but an increase in market reach would benefit us. For example, we currently ship plastic film from Montreal, QC to Baton Rouge, LA over the road. It would be a great advantage for us to have a single, reliable carrier providing end-to-end service. This would eliminate a lot of disruption during produce season and provide steady service and confidence to our existing customers

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

And we know from experience that single-line rail service options are far superior.

203-6665 Tomken Road, Mississauga, ON L5T 2C4

☎ : 905-870-4242 • 844-205-GLTD(4583) 📠 : 905-870-4140

www.gltdi.com



GREENLIGHT TRAFFIC AND DISTRIBUTION INC

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. For example, when it is a single carrier, the interline reduces and it is hassle free.
- Utilizing the service of a single rail line will open a whole new prospective and bring business opportunities that we can now offer our current and new customers.

For example: An existing customer of Greenlight Traffic and Distribution Inc. requested a shipment be moved from Halifax, NS to Mexico City, MX. It was a huge challenge to move this freight. After many hurdles, we were able to accomplish the task. It would be a huge advantage to have a carrier like CPKCS that is integrated and who could have accomplished this as a single move.

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

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

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

203-6665 Tomken Road, Mississauga, ON L5T 2C4

☎ : 905-670-4242 • 844-205-GLTD(4583) 📠 : 905-670-4140

www.gltdi.com



GREENLIGHT TRAFFIC AND DISTRIBUTION INC

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

VERIFICATION

I Augustin Martin, declare state under penalty of perjury "understand the laws of the United States," If executed outside of the United States that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on _March 24, 2021

Augustin Martin

203-6665 Tomken Road, Mississauga, ON L5T 2C4

☎ : 905-670-4242 • 844-205-GLTD(4583) 📠 : 905-670-4140

www.gltdi.com



VOTRE PARTENAIRE DE LA CHAÎNE D'APPROVISIONNEMENT
YOUR SUPPLY CHAIN PARTNER

SHIPPER SUPPORT LETTER- GROUPE ROBERT

ATTENTION: Surface Transportation Board

My name is Richard Daigneault and my business address 20, boul. Marie-Victorin, Boucherville, Québec J4B 1V5 and I am the Senior Logistics Department Director at Groupe Robert.

Groupe Robert is a long standing partner of CP Rail and we have worked diligently over the years to grow with CP by focusing on providing quality service to our customer base.

Groupe Robert supports approval of the CP/KCS combination. The transaction would provide significant benefits and opportunities for growth we are eager to see realized.

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls, would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. We see this transaction as uniquely beneficial.

We ship intermodal containers with CP intermodal service primarily serving a retail customer base. We currently are extremely active in Toronto & Lachine to Western Canada lanes as well as Vancouver to East.

CP's market reach is limited today in the US and we have not been using CP in cross border as it must interline with other railroads to reach US destinations that we could potentially ship to or that could expand the markets we serve effectively.

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

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

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

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



VOTRE PARTENAIRE DE LA CHAÎNE D'APPROVISIONNEMENT
YOUR SUPPLY CHAIN PARTNER

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

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

VERIFICATION

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

Executed on March 29, 2021.

 [Signature]
Richard Daigneault



March 30, 2021

ATTENTION: Surface Transportation Board

My name is Brad Sanders and my business address is 811 Main St, Suite 2800, Houston, TX 77002. I am Executive Vice President, Chief Commercial Officer of Guanajuato Energy Terminal ("GET"). In my role, I am responsible for developing the commercial strategies and the proper execution of them for GET.

GET has enjoyed a good relationship with Kansas City Southern Railway ("KCS"), providing our customers services that involve rail solutions for various commodities in the United States and Mexico, including refined products and propane. These services require close operational collaboration and/or negotiations with rail carriers. GET believes a CP-KCS combination will create a transcontinental railroad with the scale and reach to deliver improved levels of service that will enable us to better serve our customers and communities.

GET supports approval of the CP/KCS combination. The transaction will provide benefits that we are eager to see realized.

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

KCS has provided us with good service, but its market reach is limited today, as KCS's lines only go as far north as Kansas City. KCS must interline with other railroads to reach destinations beyond Kansas City to which we ship or into which we may expand.

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

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

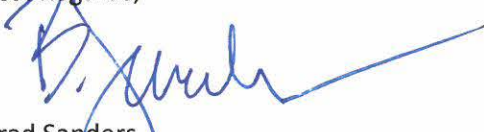
KCS and CP have had a cooperative relationship based on our past dealings with them, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers.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

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

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

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

Best Regards,

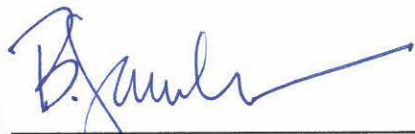


Brad Sanders
Executive Vice President, Chief Commercial Officer

VERIFICATION

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

Executed on March 30, 2021 [date].



Brad Sanders



Tuesday March 29, 2021

SHIPPER SUPPORT LETTER- GX TRANSPORTATION

ATTENTION: Surface Transportation Board

My name is Dan Colagiacomo and my business address is 6495 Van Deemter Court Mississauga, Ontario L5T 1S1 and I am the Managing Partner for GX Transportation.

GX Transportation is a long standing partner of CP Rail and we have worked diligently over the years to grow with CP by focusing on providing quality service to our customer base.

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

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

We ship intermodal containers with CP intermodal service primarily serving a retail and automotive customer base. We currently are extremely active in Toronto to Western Canada lanes.

CP's market reach is limited today in the US and we have not been using CP in cross border as it must interline with other railroads to reach US destinations that we could potentially ship to or that could expand the markets we serve effectively.

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

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

6495 Van Deemter Court, Mississauga, ON L5T 1S1
905.455.4341 1.877.740.3940 www.gxts.com

Road • Rail • Air • Ocean • Warehousing • Dedicated

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

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.
- KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

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

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

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

VERIFICATION

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

Executed on March 29, 2021.



[Signature]

Dan Colagiacomo

March 29, 2021

ATTENTION: Surface Transportation Board

My name is Thomas Engel and my business address is 399 Hoes Lane, Piscataway, NJ 08854, USA. I am the SVP of Operations of Hapag-Lloyd (America) LLC. In my role, I am responsible for oversight of all operations in the North America market including rail services.

Hapag-Lloyd (America) LLC has been a long standing customer of both CP and KCS and we continue to entrust our rail business to both networks. CP's network presently offers direct connections for our shipments moving to/from the Canadian ports of Vancouver, Montreal and Saint John and inland markets in Canada and the United States Mid-West while KCS's network offers direct connections for our shipments moving to/from Mexico ports and inland markets in Mexico and the United States.

Hapag-Lloyd (America) LLC supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I am confident that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

Hapag-Lloyd (America) LLC relies upon CP's and KCS's service to deliver containerized freight destined to or originating from overseas markets in a safe, efficient and cost effective manner. CP and KCS have provided us with excellent service, but their market reaches are limited today. CP's lines only go as far south as Kansas City while KCS's lines only go as far north as Kansas City. Both must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively).

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

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

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of

seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere –will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

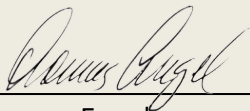
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction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

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

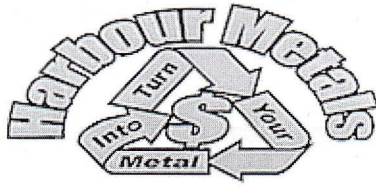
VERIFICATION

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

Executed on March 29, 2021



Thomas Engel



HARBOUR METALS RECYCLING LTD.

1100 Montreal St. Thunder Bay, ON P7E 6T8

T: (807)577-0873 F: (807)577-0874 E: info@harbourmetals.com

www.harbourmetals.com

ATTENTION: Surface Transportation Board

My name is James White, and my business address is 1100 Montreal St. Thunder Bay, ON Canada P7E 6T8. I am the Trader for Harbour Metals Recycling Ltd. In my role, I am responsible for all off the logistics, purchasing and sale of our raw materials and processing equipment.

Harbour Metals Recycling Ltd. is a shipper with CP Rail. We ship scrap metal materials across North America for consumption in domestic and international based steel mills and foundries. Cp has enhanced our growth significantly by improving our service frequency and turnaround time on our private cars. They offer us competitive pricing allowing us to expand our market capabilities.

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

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

Harbour Metals Recycling Ltd. ships the majority of our products via private gondola cars by rail with CP Rail. We currently ship processed scrap metals including steel, stainless steel aluminum and copper bearing products from our CP served facility in Thunder Bay, Ontario Canada to customers in Ontario, Manitoba, Saskatchewan, Ohio, Michigan, Indiana, Illinois, Minnesota, Wisconsin and Iowa.

We also purchase equipment from across North America to improve our processing and logistic capabilities.

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

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

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of scrap materials from Thunder Bay, On to further points in the southern United States and Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency by allowing us to move more volume of raw materials annually and improve the efficiency of obtaining processing and logistics equipment we require.
- Reducing the need to interline will increase the efficiency and reduce the need for inter-switching times and the fees associated with those switches.

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

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

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

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

VERIFICATION

I James White, 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 2021-03-29.

A handwritten signature in dark ink, appearing to read 'J. White', with a stylized, flowing script.

James White



March 30, 2021

ATTENTION: Surface Transportation Board

To Whom it may Concern:

Re: Letter of Support for the Proposed Canadian Pacific Railway ("CP") and Kansas City Southern Railway ("KCS") Merger

Our names are Doug Atkins Gibson Energy, 1700, 440 – 2 Avenue SW, Calgary, AB T2P 5E9, and Jim Albertson, USD Group LLC, Suite 1960, 440 – 2nd Ave. S.W., Calgary, AB / T2P5E9. We are directors of the Hardisty Energy Terminal Limited Partnership ("**Hardisty Energy Terminal**") and Vice Presidents of the ultimate partners of Hardisty Energy Terminal, Gibson Energy ULC and USD Group, respectively (**collectively, the "Partners"**). The Hardisty Energy Terminal is a partnership formed in Alberta, Canada that is nearing the completion of building a Diluent Recover Unit ("**DRU**") in Hardisty, Alberta, Canada, that it will operate. The Partners currently work together to ship Dilbit (heavy Canadian crude oil) out of Hardisty, Alberta, utilizing CP. KCS offers opportunities to reach new customers through its rail network.

As you likely know, diluent is required to be added to bitumen to make it less viscous for delivery by pipeline (blended product is referred to as Dilbit). Diluent is removed by refineries and offers little to no value when bitumen is delivered by rail car. By removing much of the diluent just prior to loading into a rail car creates a new product, DRUbit™, that is not only more valuable and economic/efficient to ship, it also offers safety and environmental benefits as it ships as non-flammable and non-hazardous by rail in the United States and Canada. CP and KCS have agreed to work together to deliver DRUbit™ to the U.S. Gulf Coast for a customer.

On behalf of Hardisty Energy Terminal, we provide this letter of support for the proposed CP/KCS merger because we believe the combined entities will provide benefits to the rail industry and current and potential future DRUbit™ customers. Among other benefits, we believe this merger provides the potential for maintaining or improving:

- service options to customers across North America through integrated networks;
- transportation competition in the markets we serve;
- Hardisty Energy Terminals ability to reach existing and new markets though single-line hauls;
- access to premier ports on the U.S. Gulf, Atlantic, and Pacific coasts as well as to key overseas markets; and
- an already strong focus on safety and operational excellence.

We are confident that CP and KCS will be able to integrate their operations quickly and efficiently to the benefit of Hardisty Energy Terminal, its rail customers and other stakeholders in our industry, as well as other industries that will benefit from growing access to markets across the United States, Mexico and Canada under the USMCA trade agreement.

Thank you for your consideration of this merger.

Yours truly,

Hardisty Energy Terminal Limited Partnership



Doug Atkins
Director, Hardisty Energy Terminal
VP Terminals, Gibson Energy ULC



Jim Albertson
Director, Hardisty Energy Terminal
Senior VP, Canadian Business Unit, USD
Group

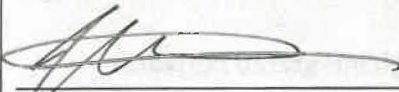
VERIFICATION

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

Executed on March 30, 2021 [date].



Doug Atkins



Jim Albertson



March 30, 2021

HCL LOGISTICS SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is Mike Pullam and my business address is 2021 Oxford St. E., London, ON. I am the Director Business Development of HCL Logistics. In my role, I am responsible for the strategic growth of our business while developing strong relationships with the Class 1 rail lines such as Canadian Pacific (CP).

HCL has worked extremely close with CP since starting our transload operation with CP acting as both a service provider and an essential resource to allow us to grow our business. As a transload facility CP ships in a diverse cross-section of commodities which include but are not limited to metals, lumber, gypsum, pulp & paper, retail products etc. The consistency and efficiency of delivery has proven to exceed both HCL and its customer expectations allowing our operating to move in the most efficient manner possible.

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

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

As the needs in the marketplace grow so does HCL's commitment to the region's requirements. More than ever before, regional customers are strategically looking for ways to reduce cost and the supply chain is certainly a place they are looking first. Understanding various products are shipped to Canada from the southern states and Mexico, having a connection to these areas is critical. There is no doubt that CP's service is best in class but there is obvious limitations to their connectivity to aforementioned areas.

As other Class 1's move seamlessly through the network based on the fact they are a single line option from origin to destination, CP can be seen as having line haul options that are inferior in terms of their ability to reach destination south of Kansas City.

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of retail and automotive goods from Mexico directly through to HCL.
- We are particularly enthusiastic about the role new single-line routes will play in expanding access to growing markets across the United States, Mexico, and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. Getting product to market is essential and knowing the seamless transition of rail cars from the KCS to CP will be a seamless one, this will dramatically reduce transit time allow product to get into the hands of those who need it most.

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

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

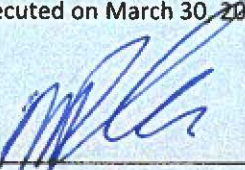
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction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

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

VERIFICATION

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

Executed on March 30, 2021.



[Mike Pullam] [Signature]



H.J. BAKER SULPHUR CANADA ULC

Suite 1020, 606 – 4th Street SW, Calgary, Alberta, Canada T2P 1T1

Tel (403) 265-9622 www.hjbaker.com Fax (403) 264-3935

ATTENTION: Surface Transportation Board

My name is Brian Wolfe and my business address is 1020- 606 4th Street SW Calgary Alberta. I am the Vice President of Marketing of HJ Baker Sulphur Canada ULC. In my role, I am responsible for purchasing, marketing and aggregation of molten and formed sulphur.

HJ Baker Sulphur Canada ULC is a marketing company moving over 1.5 millions tonnes of Sulphur from Alberta and British Columbia to offshore end receivers and US end receivers. CP has been responsible to move molten sulphur in HJ Baker railcars from various origins.

HJ Baker supports approval of the CP/KCS combination.

For our perspective, the transaction promises to provide improved service options and improve transportation competition in the markets we serve.

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options.

HJ Baker is voicing its support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies.

Regards,

Brian Wolfe
VP Marketing
HJ Baker Sulphur Canada ULC



SUPPORT LETTER

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

My name is Jungyub Lee and my business address is 222 West Las Colinas Blvd., Suite 700 Irving, TX 75039. I am the President & CEO at HMM (America), Inc.

HMM (America), Inc. entrusts our rail business to CP's network which presently offers direct connections for our shipments moving to/from the Canadian port of Vancouver to inland markets in Canada and the United States Mid-West.

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

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

HMM (America), Inc. relies upon CP's service to deliver containerized freight destined to or originating from overseas markets in a safe, efficient and cost effective manner. CP has provided us with excellent service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively).

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

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



HMM AMERICA SHIPPING AGENCY, INC.

222 Las Colinas Blvd West, Suite 700 • IRVING, TEXAS 75039 • TEL: (972) 501-1100 FAX: (972) 501-1190



(America), Inc and promote growth for our services through the expanded North America network.

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

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

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

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

VERIFICATION

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

Executed on March. 29. 2021.

Jungyub Lee



HMM AMERICA SHIPPING AGENCY, INC.

222 Las Colinas Blvd West, Suite 700 • IRVING, TEXAS 75039 • TEL: (972) 501-1100 FAX: (972) 501-1190



16211 La Cantera Parkway
Suite 202
San Antonio, TX 78256

To whom it may concern:

On behalf of Howard Energy Partners (HEP), I am writing to express our support for the approval of the CP/KCS combination, as the transaction would provide significant benefits that we are eager to see realized.

HEP is a midstream company with a focus on providing logistics solutions for the import and export of energy products through our pipeline and terminal systems. We have common customers with KCS, and currently work with KCS on the exportation of refined products from U.S. Gulf Coast-based terminals to Mexico.

Consolidation of CP / KCS would expand opportunities for HEP and our terminal customers to improve rail logistics solution for the flow of crude oil, LPGs, and refined products with Canada, through an efficient, single-line rail haul to the U.S. Gulf Coast.

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

We are supportive of the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets.

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

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

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

Thank you,

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

Roy Patton
Executive Vice President and Chief Commercial Officer

HUDSON'S BAY | SUPPLY CHAIN & LOGISTICS

Date: 3/30/2021

Subject: CP-KCS Proposed Combination

STB Finance Docket No. 36500

To Whom It May Concern:

On behalf of Hudson's Bay, we are writing to provide written support for the combination of Canadian Pacific Railway (CP) and Kansas City Southern (KCS). We believe this combination of railroads will open up new opportunities and new markets for North American shippers large and small. We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve these markets today. For example,

- Improved transit times, and direct access to ports on the U.S. Gulf, Atlantic, and Pacific coast – this improves efficiency and asset utilization and de risk supply chains, shippers will have the ability to develop multi gateway strategies
- Both CP & KCS have an unrivaled commitment to safety & operational efficiency, and with a cooperative relationship in the past, we are confident that the implementation will be strategic & collaborative and will be without the service disruptions and result in environmentally sustainable supply chain solutions
- This transaction will be creating opportunity for shippers large & small that simply does not exist today. This transaction will be taking trucks off the road, enabling new supply chains and creating competitive, efficient markets for shippers in North America.

From our perspective, the transaction promises to provide improved service options and competition for shippers across North America while creating new opportunities for them to source materials more competitively.

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

Regards,



Alex Boyd
DVP, Logistics

ATTENTION: Surface Transportation Board

I would like to introduce myself, Mr. Harrison Kim, CEO of Glovis Canada Inc., Canadian head quarter located at 90 Burnhamthorpe Rd W, Suite 1005, Mississauga, ON, L5B 3C3. In my honored role of CEO for Glovis Canada Inc., part of my responsibilities are the timely and efficient flow of finished vehicles, finished vehicle parts along with steel derived products from port and plants throughout Canada, with origins points including Mexico and the USA.

Glovis Canada Inc. is current shipping, via Canadian Pacific Railway Limited, finished vehicles from American, Mexican and Canadian VPC/Ports to distribution centers located in 7 of the 10 Canadian provinces. Canadian Pacific Railway Limited being a vital part of Glovis Canada Inc.'s supply chain, I only see positive ramification to our distribution network with regards to railroad consolidation between Canadian Pacific Railway Limited and KCS coming to fruition. Canadian Pacific Railway Limited has, and continues to provide stellar rail shipping service to Glovis Canada Inc. With the proceedings of new railroad consolidation between Canadian Pacific Railway Limited and KCS, I only expect and foresee the service quality and timeliness reaching levels unseen in the rail industry thus far.

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

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

Glovis Canada Inc. ships finished vehicles, through Canadian Pacific Railway Limited and its rail affiliates, from multiple origins in USA, Mexico and Canada towards 7 Canadian provinces. Rail transit time along with rail car availability for rail load is a crucial part in Glovis Canada Inc.'s ability to continuously succeed in meeting its customer's requirements related to monthly whole sale targets, thus ensuring increased market share for its customer in the sector of new auto sales. CP has provided us with reliable service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship from. We know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior.

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

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

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

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

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

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

VERIFICATION

I Harrison Kim, declare verify, 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 3/30/21 [date].

 [Signature]
Harrison Kim



Taconic Maintenance
PO Box 591
Hyde Park, NY 12538
(845)444-9000

ATTENTION: Surface Transportation Board

My name is John Parker and my business address is P.O. Box 591 Hyde Park, NY 12538. I am President of Taconic Maintenance. In my role, I am responsible for Opening the Midwest by establishing new dealers across a seven state area.

Taconic Maintenance ships our components of our product from Texas, Louisiana and, Utah by rail tankers.

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

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

Taconic Maintenance uses the rail on a regular basis throughout the winter to transport all our raw materials, with this merger it will make our processes more efficient and streamlined.

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

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

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

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



Taconic Maintenance
PO Box 591
Hyde Park, NY 12538
(845)444-9000

-
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

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

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

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

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

VERIFICATION

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

Executed on 3/30/2021.

____*Giorgina Butler*____ [Signature]

IMCO International Steel Trading Inc.

458 Locust Street ~ Burlington, Ontario L7S 1V1 ~ Canada
Phone 905-333 6633 ~ Fax 905-333 6560

March 29, 2021

STB Finance Docket No. 36500 CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Doug Little and my business address is 458 Locust St, Burlington, ON , L7S 1V1. I am Vice President of IMCO International. In my role, I am responsible for Global Operations and Business Development.

IMCO International ships finished steel pipe products with Canadian Pacific Railway.

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

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. IMCO International has not often commented about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downside that might result from another round of Class 1 consolidation.

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach southern ports beyond Kansas City.

IMCO ships steel OCTG pipe from CP-served facilities in St. Catherine, Quebec, to IMCO customer yards in Alberta.

We see possibilities with shipping from Ports in Texas to Alberta with a more competitive option with the CPKC proposed routing.

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of OCTG pipe.

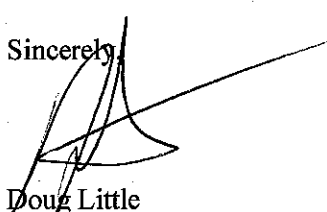
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve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

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

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

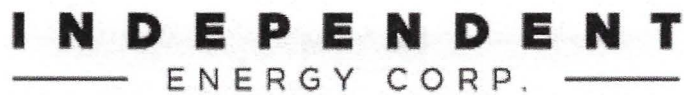
For these reasons, IMCO International is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. IMCO International urges the STB to approve CP's acquisition of KCS as swiftly as possible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

Sincerely,



Doug Little

IMCO International



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

ATTENTION: Surface Transportation Board

My name is Brad Tuomainen and my business address is 250 6th Ave SW, Calgary, Alberta, Canada T2P 3H7. I am Senior Vice President Refined Products for Independent Energy Corp. In my role, I am responsible for the purchase of all refinery feedstocks as well as the sale of all refined products produced at the soon to be constructed refinery in Kerrobert, Saskatchewan, Canada. The refinery will be coming on in three phases; Phase 1- 16 kbd crude capacity with an expected start up of August 1, 2021. Phase 2 – 32 kbd crude capacity with the expected completion of the expansion to be Q2 2022. Phase 3 will take crude capacity to 64 kbd with expected completion to be Q1 or Q2 2023.

The Independent Energy Corp. is situated on the CP short line between Wilkie and Kerrobert, Saskatchewan. CP is working with IEC to determine service levels to move Ultra Low Sulphur Diesel and Low Sulphur Vacuum Gas Oil from the refinery to markets in North America. IEC is working on markets for those two products into the Gulf Coast and New Mexico. The merger will change the dynamic of shipping products to those markets substantially as it will create a one railroad movement to those markets. The markets are traditional Diesel and Fuel Oil markets.

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

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. This merger will provide significant benefits with respect to making IEC products more price competitive through presumed reduced rail rates and will see cost savings with respect to its railcar fleet as railcar turn times should also see a reduction.

IEC will be shipping both ULSD and VGO to the Gulf Coast. There will be some ULSD moved via truck into the western Canadian market, as well as Butane and Condensate/Naphtha. This will change significantly when we go to Phases 2 and 3. When those phases are ready to go the expectation is for the local market for Butane and potentially Condensate to be saturated and rail access to the Gulf Coast/Mexico and the West Coast to be the most economic going forward.

I N D E P E N D E N T

ENERGY CORP.

It has been my experience that CP always provided with good service going back to my days at Gibson Energy/Moose Jaw Refinery. The level of service, in particular the routing of railcars was always a challenge given the circuitous routing with multiple rail lines required to get product to the Gulf Coast. This also made the Mexican market difficult to access based on the reliance to move railcars on multiple rail lines. Single line rail movements to the Gulf Coast will open up IEC products to the largest market in the US as well as accessing the large market in Mexico and waterborne markets.

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of ULSD/VGO/Butane from western Canada to the US Gulf Coast and accessing waterborne markets as well as Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency by reducing railcar transit times at presumable lower rail rates.
- This transaction is crucial to the success of the IEC Kerrobert facility and would provide further synergies to the Gulf Coast market as IEC looks to build two to three similar facilities in western Canada over the next 3 – 5 years.

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

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

I N D E P E N D E N T

— ENERGY CORP. —

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

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

VERIFICATION

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

Executed on March 23, 2021



Brad Tuomainen
Senior Vice President
Independent Energy Corp



March 29, 2021

Surface Transportation Board
395 E Street SW
Washington DC 20423

Re: Merger of CP & KCS

ATTENTION: Surface Transportation Board (STB)

My name is Craig Dohm, and I am Vice President, Logistics of Interfor Corporation (Interfor). In my role, I am responsible for managing all transportation and supply requirements for Interfor's seventeen sawmill operations in the United States and Canada. Interfor and its U.S. subsidiary, Interfor U.S. Inc., ship lumber using rail, flatbed truck, intermodal and export ocean containers to reach our customers in over 30 countries worldwide.

Interfor ships lumber with CP from two origins in British Columbia, Canada to numerous locations in Canada and United States, including traffic interchanged to other Class 1 railroads for delivery to our customers. Interfor's longstanding business with CP and service provided by the railroad have benefitted Interfor's market access and ability to satisfy our customers' lumber requirements.

Interfor supports approval of the CP/KCS combination. Interfor believes that the transaction would provide significant benefits to us, as described below, and we are eager to see the combination realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network—with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets—would help us reach our existing markets and new markets more efficiently. Interfor's market access to destinations served by KCS, including Mexico, has been limited in the past due primarily to uncompetitive freight cost and inefficient interchange between rail carriers.

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

Interfor Corporation

Suite 1600-4720 Kingsway
Metrotower II
Burnaby, BC, Canada V5H 4N2

tel: (604) 422-3400
fax: (604) 422-3452

Interfor.com

- We believe that CPKC's new single-line haul offerings will offer us new competitive transportation options for shipments of lumber from British Columbia to destinations in the United States and Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets for our products across the United States and Mexico.
- We also believe that CPKC's new service offerings will improve transit times and reliability, which have impacted Interfor's ability to ship our products to some destinations in the United States and Mexico.

At the same time, because CP's and KCS' networks connect only at Kansas City, we do not foresee that the proposed combination will adversely affect competition in the transportation markets served by the two carriers. Instead, based on our understanding of the transaction, we believe that the combined rail network will enhance competition in the markets served because CPKC will offer better alternatives to those that currently exist.

In the course of our relationship with CP, we have been struck by the railroad's attention to safety and operational effectiveness. We believe that the combined company will carry forward this focus on safety and effectiveness and we have confidence in the assurances we have received that the two companies will be able to implement their transaction without any material service disruptions.

In summary, Interfor Corporation supports the combination of CP and KCS, because we believe it will enhance competition and provide us with expanded, more efficient transportation options. For these reasons, Interfor Corporation urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated, and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Yours truly,

Interfor Corporation

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

Craig Dohm
Vice President, Logistics



Interstate Asphalt Corp.
3301 S. California Ave.
Chicago, IL 60608
(954) 769-9500

March 29, 2021

ATTENTION: Surface Transportation Board

My name is Brian Inniger and I am President of Interstate Asphalt. In my role, I am responsible for the operations of our company, including securing products, sales, personnel and logistics. Interstate Asphalt 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, Interstate Asphalt ships significant quantities of product from western Canada, as well as Western and Gulf Coast regions of the United States. CP is a key logistics component for this supply from western Canada and Minnesota. Freight is a significant cost for consideration of such supply to remain a low cost supplier to keep our customers competitive in this highly competitive, hard bid industry.

Interstate Asphalt supports approval of the CP/KCS combination. The transaction would provide more competition within the rail industry and provides great competition/lower cost to product from the Gulf Coast region.

For our perspective, the transaction promises to provide improved service options and competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf coast would help us reach our existing markets and potentially open new markets for us. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Normally, consolidation of the industry eliminates competition, but this combination expands the markets and increases competition.

Interstate currently ships asphalt from suppliers in western Canada and Minnesota with CP, which has provided good service. However, CP's market reach is limited with lines only as far south as Kansas City. For our Gulf Coast shipments, we could have used the combination of CP and KCS, but from our experience single line rail options are the most efficient and cost-effective and are far superior.

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

CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of asphalt from the Gulf Coast to our Midwest terminals in Illinois and Michigan.

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.
- CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers by eliminating switch fees and improve timeliness of delivery. This transaction will improve our transportation options.

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

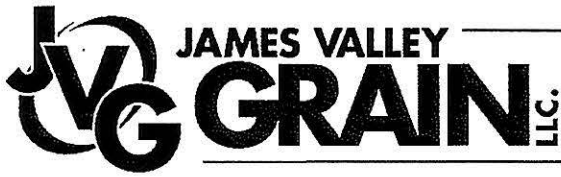
VERIFICATION

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

Executed on March 29, 2021.



Brian A. Inniger, President
Interstate Asphalt



P.O. Box 210 • 600A S. 7th St.
Oakes, ND 58474
Phone: 701-742-5200
Fax: 701-742-3365

ATTENTION: Surface Transportation Board

My name is Eric Larson and my business address is 600A South 7th Street Oakes, ND. I am General Manager of James Valley Grain. In my role, I am responsible for buying and selling of commodities and rail logistics along with customer service.

James Valley Grain ships Wheat/Corn/Soybeans by rail on the CP Rail Road most of the wheat goes to the eastern mill markets by 25 or 30 car lots. Corn and Soybeans are shipped via CP in their shuttle train program. Service, Communication and Equipment can always be better. They are improving in all those areas.

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

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. James Valley Grain is normally not in favor, about railroad consolidation, but we see this transaction as uniquely beneficial.

James Valley Grain ships grain from our CP served facilities in North Dakota to the PNW export market with some going to the Gulf or on occasion to the eastern processors all on the CP RR.

CP has provided us with good service, but in our opinion we have limited markets, this new adventure is quite exciting with the possibilities of new markets for all commodities and will expand our markets to all 440 JVG customers.

Change and Challenges are good for the betterment of all parties involved, yes there will some growing pains but I am confident in time they will be worked out. For the betterment of all parties involved.

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



P.O. Box 210 • 600A S. 7th St.
Oakes, ND 58474
Phone: 701-742-5200
Fax: 701-742-3365

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

Anytime we can get a single line haul with no hand offs to other competing railroads it's a good thing they stream line the fluidity of the haul.

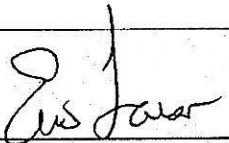
KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will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

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

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

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

VERIFICATION

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

Executed on March 28, 2021.



March 29, 2021

ATTENTION: Surface Transportation Board

My name is Mark Mosher and my business address is 300 Union Street, Saint John, NB Canada, E2L 5B6. I am Vice President of the Pulp & Paper Division of J.D. Irving, Limited.

JDI Irving has pulp, paper and corrugated medium operations in New Brunswick. We currently use the CP (Canadian Pacific Railway) to originate and terminate rail traffic at our facilities for movements mainly in the USA and Canada.

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

JD Irving will explore and implement new supply chain solutions and opportunities with the CP/KCS Sales and Marketing team. We expect to enhance our competitiveness through lower costs, better service, and improved access to the North American rail network.

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

Sincerely yours,

A handwritten signature in blue ink that reads "Mark Mosher". The signature is fluid and cursive, with the first and last names clearly legible.

Mark Mosher, Vice President

cc: Canadian Pacific Railway/Kansas City Southern



J. D. Irving, Limited
100 Midland Drive
Dieppe, NB
E1A 7G9

STB Finance Docket No. 36500 CP-KCS Proposed Combination

To Whom It May Concern:

I am providing written support for the combination of Canadian Pacific Railway (CP) and Kansas City Southern (KCS). I believe this combination of railroads will benefit not only J.D. Irving Limited by creating more economical & effective supply chains across the North American. This transaction will open up new opportunities and new markets for businesses by leveraging this much needed supply chain resource. Currently J.D. Irving Limited and CP partnered together to move Intermodal traffic across Canada and the United States. The J.D. Irving Limited & CP partnership is strategic and both companies collaborate to create better and more environmentally sustainable supply chains to service the demand of the North American marketplace.

J.D. Irving Limited is thrilled about the transaction because it will allow a combined CPKC to provide new, more efficient, and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- 1) We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico, and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- 2) CPKC's new service offerings will improve transit times and reliability, which will reduce our inventory costs and improve our efficiency. By having a single source solution that avoid interchanges.
- 3) This transaction will aid in reducing carbon emission by creating a competitive alternative to Over-the-Road that is considerably more sustainable for the environment.

J.D. Irving Limited urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated, and the end-to-end benefits of this deal can be realized for the benefit of all shippers across the USA, Mexico, and Canada.

Sincerely,

Jean-Guy Bourque

Jean-Guy Bourque
Corporate Vice-President, Supply Chain
J.D. Irving
Bourque.jg@jdirving.com



K+S North America Corporation
444 West Lake Street Chicago, IL 60606 USA

Name: Richard Pinner
Title: President
O: +1 312-807-2067
M: +1 312-859-6497
richard.pinner@ks-northamerica.com

March 26, 2021

ATTENTION: Surface Transportation Board

My name is Richard Pinner and I am President of K+S North America Corporation, the North American subsidiary of the K+S Group which is a DAX listed company, the world's largest producer of salt and owner of Morton Salt as well as the world's third largest supplier of potash for agriculture. In my role, I am responsible for the sales and marketing activities of the company in North America as well as strategy and business development.

K+S recently developed a new potash mine in Saskatchewan, the first greenfield development for nearly 40 years, and has exclusively contracted Canadian Pacific Rail for the movement of fertilizers from this mine.

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

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

We ship potash from our CP-served mine in Bethune, Saskatchewan for bulk export through Vancouver, BC and throughout the North American domestic market. As we continue to grow our presence in the US domestic market and look for potential export opportunities, this combining of networks will benefit our business immensely in the future.

CP provides us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to, or that could expand the markets we serve effectively. Every switch and additional railroad used to deliver fertilizers to American farmers adds cost, increases time, and

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Chicago, IL 60606 USA
Ph: +1 312-807-3000
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A K+S Company



reduces efficiency, adding complexities to delivering essential nutrients in a timely and low-cost manner to US agriculture.

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of potash into the heart of US crop producing regions.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve not only our efficiency but more importantly allow American farmers to access cost-effective products for essential food production.

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

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

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

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



VERIFICATION

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

Executed on March 26, 2021.

A handwritten signature in black ink, consisting of a large, stylized 'R' followed by a horizontal line and a small flourish.

Richard Pinner, President – K+S North America Corp.



March 29, 2021

Attention: Surface Transportation Board

My name is Chris Gutierrez and my organization's address is 30 W Pershing Road, Kansas City, Missouri 64108. I am President of Kansas City SmartPort, Inc. In my role, I am responsible for the regional economic development efforts of a bi-state, 18 county, 50 community region in Kansas City and primarily focused on freight based economic development.

My organization has been a strong partner with the KCS Railroad for over 20 years and has worked closely with their efforts to develop an integrated North American network. The KCS team is a member of my organization and has served as chair of our board. The relationship has been mutually beneficial and developed into a strong partnership.

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

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition and economic development. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help the businesses in our greater Kansas City region reach new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. We believe strongly that this consolidation will create new economic development opportunities creating significant investment and job creation.

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

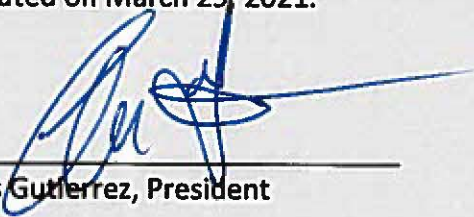
This merger offers a unique opportunity to fuel economic growth across North America while reducing freight congestion, helping the environment, and strengthening competition in the freight transport marketplace.

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

VERIFICATION

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

Executed on March 29, 2021.



Chris Gutierrez, President



1273 North Service Rd., East, Unit F3
Oakville, Ontario
L6H 1A7

Phone: (905) 845-3153
Fax: (905) 845-7400
Toll Free: 877-845-3153

ATTENTION: Surface Transportation Board

My name is Orlando Mazzuca and my business address is 1273 North Service Road, Unit F3, Oakville, ON, L6H 1A7. I am General Manager of Keltic Transportation I am responsible for operations, P&L, carrier relations, sales & marketing.

Canadian Pacific Railway is my primary intermodal carrier in Domestic Canada.

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

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Keltic Transportation believes that this is a very unique consolidation transaction that will not have a downside.

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our intermodal shipments from Toronto, Montreal and Moncton to The Southern United States & Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. By having a single source solution that avoid interchanges.
- Having a tested partner carrier I can rely to deliver a quality product to service my organizations requirements.

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

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

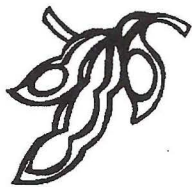
For these reasons, Keltic Transportation is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Keltic Transportation urges the STB to approve CP's acquisition of KCS as swiftly as possible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

VERIFICATION

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

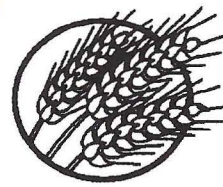
Executed on _____ 03/24/2021.

 [Signature]



Kirkeide's Northland Bean & Seed Co., Inc.

4520 12th St. NE
Fessenden, ND 58438
Phone: 701-547-3466 • Fax: 701-547-3539



MARCH 29, 2021

ATTENTION: Surface Transportation Board

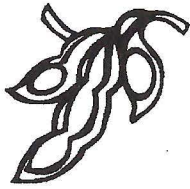
My name is Joel Schimke and my business address is 4520 12th St NE, Fessenden, ND 58438. I am the managing partner of Kirkeide's Northland Bean and Seed. In my role, I am responsible for originating, processing, and sales of dry edible beans.

Kirkeide's Northland Bean and Seed has a unique relationship with CP, as 95% of our shipments are in Boxcars and Hopper cars loaded out of Emrick ND. Our plant is located 4 miles from Emrick; we transport the beans by truck, then warehoused and loaded on CP Railroad. Our access to markets in Texas and Mexico is critical to our overall business model along with our sustainability as a small, locally owned, and community orientated small business.

Kirkeide's Northland Bean and Seed supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible. Such as direct access to markets currently being serviced by our competitors that are on the BNSF railroad. Along with competitive rates that CP/KCS could provide with single-line hauls that we need to compete against.

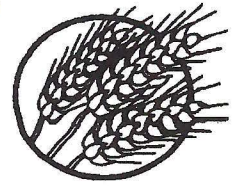
From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Kirkeide's Northland Bean and Seed sees this as a unique opportunity in our markets and highly recommend approval of this combination of two Class 1 Railroads.

We ship processed dry edible beans from our CP served Emrick ND loading facility to our customers in Corpus Christi and Houston, Texas. We also ship carloads into various Mexico locations. Although CP has provided good service to us on these destinations, our rate using multiple railroads to reach destination has become a huge obstacle in our ability to be competitive with BNSF loaders.



Kirkeide's Northland Bean & Seed Co., Inc.

4520 12th St. NE
Fessenden, ND 58438
Phone: 701-547-3466 • Fax: 701-547-3539



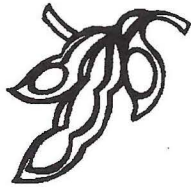
We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of processed edible beans from North Dakota to Mexico is a opportunity that is very exciting for our small business.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- We provide edible plant protein to some of the poorest areas of Mexico, Central America, and the Caribbean. Our access to ports in Texas and Mexican destinations at competitive rates is vital for farmers in North Dakota and the consumer in these countries.

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

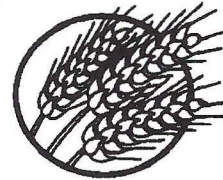
At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options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

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



Kirkeide's Northland Bean & Seed Co., Inc.

4520 12th St. NE
Fessenden, ND 58438
Phone: 701-547-3466 • Fax: 701-547-3539



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

Sincerely,

Joel Schimke

Kirkeide's Northland Bean & Seed

4520 12th St NE

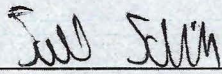
Fessenden, ND 58438

joel@kirkeidebean.com

VERIFICATION

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

Executed on 3/29/2021 [date].

Joel Schimke  [Signature]
[Insert typed name]

KIROS

The logo for Kiros Energy Marketing features the word "KIROS" in a bold, dark blue, sans-serif font. The letter "O" is replaced by a stylized graphic of three horizontal, wavy lines in red and orange, suggesting energy or flames. Below the word "KIROS" is the phrase "ENERGY MARKETING" in a smaller, dark blue, sans-serif font.

ENERGY MARKETING

ATTENTION: Surface Transportation Board

My name is Lori Unger and my business address is Suite 3150, 225-7th Ave SW, Calgary, AB. My job title is Vice President at Kiros Energy Marketing. Kiros Energy Marketing sells propane, butane, condensate and crude by rail, truck, ship and/or pipeline across North America and Mexico. My role is defined as propane supply and marketing with a territory across Canada, West of the Mississippi and into Mexico. The scheduling, logistics and railroad negotiations fall under my control as well. We have worked extensively with CP for many years and continue to grow year over year.

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

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

Kiros Energy Marketing was on the forefront of rail shipments of propane from Western Canada to Mexico following that country's deregulation. We have successfully shipped over a thousand railcars on the current CP/KCS/KCSM lines since 2015.

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

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of propane from Western Canada to Laredo, Monterrey and San Luis Potosi.

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

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

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

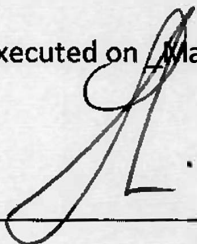
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction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

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

VERIFICATION

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

Executed on March 25, 2021.



Lori Unger

March 29, 2021

To: Surface Transportation Board – Docket No. 36500

RE: CP-KCS Potential Merger

To Whom It May Concern:

I am writing to provide my written support for the combination of Canadian Pacific Railway (CP) and Kansas City Southern (KCS). I believe this combination of railroads will benefit not only Kraft Heinz by creating more efficient supply chains across the North American continent, but also open up new opportunities and new markets for businesses. Kraft Heinz and CP are working together to move intermodal traffic across Canada. CP plans to play a critical role in the Kraft Heinz supply chain, transporting food products and enabling Kraft Heinz to keep store shelves stocked for the Canadian consumer.

As one of North America's safest railroads, we firmly believe that CP and KCS will provide and unlock Kraft Heinz with safe, efficient, and fast service that will allow us to achieve the goal of reducing carbon intensity and improving the North American supply chain's environmental footprint. The relationship is strategic for both companies to collaborate and create more environmentally sustainable supply chains that meet both ESG goals.

From our perspective, the transaction promises to provide improved service options and competition for shippers across North America while creating new opportunities for Kraft Heinz to route cargo and source consumer goods from the USA and Mexico.

Kraft Heinz urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all shippers across the USA, Mexico and Canada.

Thank you,



Eric Kaufold

Eric.Kaufold@KraftHeinz.com

Lead of NA Logistics Procurement

412-818-9582 Cell

KraftHeinz



SHIPPER SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is John DiBernardo, and my business address is 300-305 Milner Ave, Scarborough ON, M1B 3V4 Canada. I am CFO and COO of L. Hansen's Forwarding Ltd. In my role, I am responsible for Finance and Operations of the business.

L. Hansen's Forwarding Ltd. has been in business with CP for over 40 years in shipping secondary-market finished vehicles via rail across Canada from coast to coast. The relationship has been strong throughout this period and CP has provided us with good service.

L. Hansen's Forwarding Ltd. supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible. CP's current reach is limited today and the combination with KCS would help us to move North-South via rail versus truck which is less expensive and more environmentally friendly. Single-line rail service would give us an opportunity to ship at competitive rates.

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

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



- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of secondary-market finished vehicles from Canada to various points in the U.S.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

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

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

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

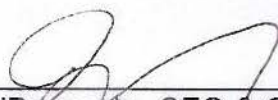
For these reasons, L. Hansen's Forwarding Ltd. is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. L. Hansen's Forwarding Ltd. urges the STB to approve CP's acquisition of KCS as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



VERIFICATION

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

Executed on March 30, 2021.



John DiBernardo, CFO & COO



ATTENTION: Surface Transportation Board

My name is Steve Castegan and my business address is 820 Lucien-Beaudin, Saint-Jean-sur-Richelieu, Quebec, Canada. I am the Executive Vice-President and General Manager of La Milanaise Inc. In this role, I am responsible for all aspects of managing the company's business; I am also currently acting as the CEO.

La Milanaise Inc. is a Canadian based Organic flour company with fast growing presence throughout the North American market. We ship organic grains with CP from the Canadian Prairies to our flour mills in the Province of Quebec. Over the past few years, we considerably grew our rail business with CP and went from a few carloads per year to nearly 300 carloads and containers combined and continuing to grow. The proposed merger between CP and KCS will further support Milanaise in our efforts to grow our market share in the US and Mexico, creating additional opportunities for inbound cereals from the US and outbound finished products all the way down to Texas as well as Mexico, markets we don't reach today. CP has always been considered a partner to Milanaise and has supported us in finding solutions that meet our transportation needs across Canada. We value CP's partnership and continue to grow our business with them by seeking to establish CP-served grain transloads.

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

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

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we are developing such as Texas where we could

become more competitive with a potential of 150 carloads per year. This would also give us a direct access to more organic farmers that we couldn't buy from in the Midwest.

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

- CPKC's new single-line haul offerings for intermodal will expand market reach and offer new competitive transportation options for our shipments between Chicago and Dallas.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

La Milanaise is particularly interested in establishing our presence in Texas and Mexico as we see great opportunities for growth in that geographical area, which is currently outside of our reach. A single-line route from Canada to Mexico will enable us to penetrate these markets as well.

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

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

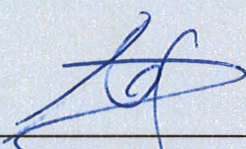
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction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

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

VERIFICATION

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

Executed on March 26th, 2021.



Steve Castegan MBA



ATTENTION: Surface Transportation Board

My name is Chuck Boa and my business address is 300 – 115 Quarry Park Road, SE, Calgary, Alberta, Canada. I am the Logistics Manager of Lafarge Canada and in my role, I am responsible for the supply planning / management of the company's cementitious materials as well as the logistics of those materials to customers.

Lafarge is a customer both a shipper and a consignee of Canadian Pacific's, with multiple cement plants, terminals and transloads across the network. Lafarge predominantly ships cement and cementitious materials by rail with CP across Canada and the northern US, with total volume well in excess of 10,000 carloads annually. Over and above that, Lafarge ships substantially more than that across a number of other rail lines in North America. Over my 9 years of being directly involved with CP, I've seen a very collaborative approach and a definitive improvement in service over the years.

Lafarge supports the approval of the CP/KCS combination and sees that the transaction would provide potential benefits that we are eager to see realized.

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

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

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

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and

LAFARGE CANADA INC.

115 Quarry Park Road SE, Suite 300, Calgary, Alberta Canada T2C 5G9
Phone: (403) 225-5400 | Fax (403) 278-2738
www.lafarge.ca



KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

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

Best Regards,

A handwritten signature in black ink, appearing to read 'Chuck Boa'.

Chuck Boa



SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is Dave Liermann and my business address is 808 Hamilton St., Manitowoc, WI 54220. I am Logistics Mgr. Of Lakeside Foods Inc. In my role, I am responsible for Corporate Management of all Logistics Spend and Modes.

Lakeside Foods had used CP in the past, moving our canned vegetables to our customers DCs.. as well as we use other rail lines to get our product to the SE/ SW USA.

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

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

We ship canned goods from our plants in WI and MN to various customer DCs or Lakeside controlled DC throughout the USA. Like main destinations of Harrisburg PA, Atlanta GA, Dallas TX.

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

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

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

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

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency and hopefully cost reduction thru less inter exchange costs.

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

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

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

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

VERIFICATION

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

Executed on March 29, 2021.

Dave Liermann [Signature]

[Insert typed name]

SHIPPER SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is Josh Grunnet and my business address is 1401 Landmark Dr Cottage Grove WI 53527. I am Senior Merchandiser and Director of Landmark Logistics of Landmark Countryside Cooperative. In my role, I am responsible for merchandising and logistics of grain.

Landmark Countryside Cooperative is a unit train grain shipper and receiver of feed ingredients in Fall River WI on the Canadian Pacific.

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

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

Since the construction of our site in 2014 the Canadian Pacific has made some improvements of service, yet we still have not been successful using Rule 11 to access markets due to transparency of rates and willingness of the destination to participate outside of direct line hauls or well established through rate tariff. With this merger it would decrease barriers to access destination markets for our grain producers.

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of grain from Wisconsin to the South.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada

under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

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

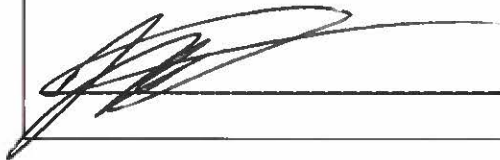
At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options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

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

VERIFICATION

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

Executed on 03/26/2021.



STB Finance Docket No. 36500
CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is John De Rose and my business address is 1 Maritime-Ontario Boulevard, Brampton, Ontario, L6S 6G4. I am Vice President of The Logistics Alliance. In my role, I am responsible for transportation functions across all modes for Logistics Alliance which includes financial and service accountability.

Logistics Alliance works with CP today to move domestic Canadian traffic. CP plays a critical role in the Logistics Alliance supply chain, transporting dry and perishable product. The relationship is strategic in nature as we challenge each other to work more efficiently with an eye on reducing costs and delivering a more environmentally sustainable solution for the movement of goods

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

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. The Logistics Alliance has not often spoken favourably about railroad consolidation, but we see this transaction as uniquely beneficial.

Logistics Alliance ships dry and perishable product from the Southern U.S. and Mexico that move via truck today. The CP/KCS combination would provide opportunity to convert truck traffic to intermodal, the single line option will provide competitive transit times and improved access to markets that could not be serviced by the rail prior.

CP has provided us with excellent service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to access origin points in the Southern United States and Mexico. The CP/KCS combination will extend market reach and provide more options for Logistics Alliance in these key corridors.

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of food and retail product from Mexico and the Southern United States to Canada.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will improve our efficiency and drive volume through modal conversation opportunities.

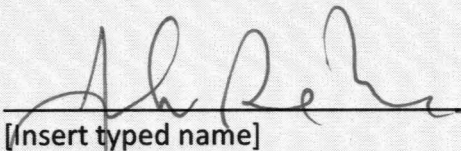
We also recognize the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without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

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

VERIFICATION

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

Executed on Mar 25, 2024 [date].

 [Signature]
[Insert typed name]



MACTRANS

MACTRANS LOGISTICS INC.
TRANSPORTATION REINVENTED!

March 29, 2021

STB Finance Docket No. 36500
CP-KCS Proposed Combination

To Whom It May Concern:

On behalf Mactrans Logistics Inc, we are writing to provide written support for the combination of Canadian Pacific Railway (CP) and Kansas City Southern (KCS). We believe this combination of railroads will open up new opportunities and new markets for North American shippers large and small. We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve these markets today. For example,

- Improved transit times, and direct access to ports on the U.S. Gulf, Atlantic, and Pacific coast – this improves efficiency and asset utilization and de risk supply chains, shippers will have the ability to develop multi gate way strategies
- Both CP & KCS have an unrivaled commitment to safety & operational efficiency, and with a cooperative relationship in the past, we are confident that the implementation will be strategic & collaborate will be without the service disruptions and result in environmentally sustainable supply chain solutions
- This transaction will be creating opportunity for shippers large & small that simply does not exist today. This transaction will be taking trucks off the road, enabling new supply chains and creating competitive, efficient markets for shippers in North America.

From our perspective, the transaction promises to provide improved service options and competition for shippers across North America while creating new opportunities for them to source materials more competitively.

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

Regards,

Rico Covello
Director of Operations, Mactrans Logistics Inc.



MACTRANS LOGISTICS INC.
TRANSPORTATION REINVENTED!

March 29, 2021

STB Finance Docket No. 36500
CP-KCS Proposed Combination

To Whom It May Concern:

On behalf Mactrans Logistics Inc, we are writing to provide written support for the combination of Canadian Pacific Railway (CP) and Kansas City Southern (KCS). We believe this combination of railroads will open up new opportunities and new markets for North American shippers large and small. We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve these markets today. For example,

- Improved transit times, and direct access to ports on the U.S. Gulf, Atlantic, and Pacific coast – this improves efficiency and asset utilization and de risk supply chains, shippers will have the ability to develop multi gate way strategies
- Both CP & KCS have an unrivaled commitment to safety & operational efficiency, and with a cooperative relationship in the past, we are confident that the implementation will be strategic & collaborate will be without the service disruptions and result in environmentally sustainable supply chain solutions
- This transaction will be creating opportunity for shippers large & small that simply does not exist today. This transaction will be taking trucks off the road, enabling new supply chains and creating competitive, efficient markets for shippers in North America.

From our perspective, the transaction promises to provide improved service options and competition for shippers across North America while creating new opportunities for them to source materials more competitively.

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

Regards,

Joel MacKay
President, Mactrans Logistics Inc.

**Maine Propane Distributors
1625 Hammond Street
Bangor, ME 04401**

Tel: 207-947-4525

Fax: 207-848-2015

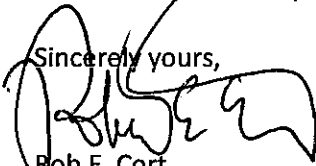
March 30, 2021

To the Attention of the Surface Transportation Board.

Dear STB:

Our Company, Maine Propane Distributors, has had a relationship with CP for about one year. We receive Propane from CP into Northern Maine Junction, Hermon, Maine. This "Class One" Railroad moves freight like the wind, extremely fast. We have enjoyed good service from CP and would recommend them to the Surface Transportation Board as a solid choice to run the KSC with great efficiencies. We, in Maine may or many not benefit from this acquisition, however we support the merger. The KSC is a connector to the CP and the longer runs, which CP prefers is usually better for the customer receiving the freight quickly and with productiveness. The KSC/CP would run most likely better then the KSC by itself.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Rob E. Cort", written over the typed name.

Rob E. Cort
President

Maine Propane Distributors



Maine Woods Company LLC

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

ATTENTION: Surface Transportation Board

My name is Chris Castano. I work for Maine Woods Company, LLC at 92 Fish Lake Road Portage Lake, ME 04768. My role is transportation logistics.

Maine Woods Company, LLC has a growing relationship with CP as a result of CP's recent acquisition of the CMQ Railway. We currently move forest products from our location in Portage Maine to points in the US and Canada.

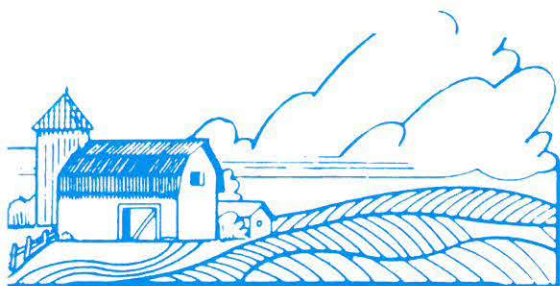
We support approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

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

Speaking from a recent experience on a transition where CP acquired the CMQ Railway, CP has provided us with good service, since its acquisition and we are excited about the opportunities of growth with the CPKC and its expanded reach.

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

Chris Castano



Meadowland Farmers Coop

P.O. BOX 338
LAMBERTON, MINNESOTA 56152
OFFICE 752-7352

Serving the Community Since 1905

SHIPPER SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is Mike Trosen, and my business address is Lamberton Minnesota. I am General Manager of Meadowland Farmers Coop. In my role, I am responsible for the overall Management of our diversified Cooperative.

Meadowland Farmers Coop has a shuttle loader at Lamberton and Walnut Grove Minnesota. We load both corn and beans by shuttle at both locations. Although service has been good from the CP, due to freight spreads the majority of our grain is loaded on BNSF shuttles for West Coast markets.

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

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Meadowland Farmers Coop normally views railroad consolidations with skepticism, but this particular merger, with little or no market overlap has a GREAT opportunity to open our Company up to new Quality markets that as a Farmer owned Coop will bring value to our Member/Owners.

As I have stated earlier, CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to and again, as I stated earlier market spreads make us a one destination shipper. This merger will open southern markets that aren't competitively priced for us today.

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

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico, and Canada



Meadowland Farmers Coop

P.O. BOX 338
LAMBERTON, MINNESOTA 56152
OFFICE 752-7352

Serving the Community Since 1905

under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency by allowing us direct one railroad access to Southern Markets with the elimination of costly interchanges.

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

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

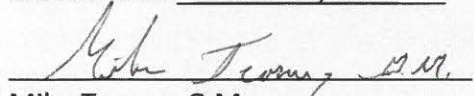
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction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

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

VERIFICATION

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

Executed on March 30, 2021


Mike Trosen, G.M.

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

ATTENTION: Surface Transportation Board

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

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

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

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.

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

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

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

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. Better transit and visibility means better utilization of our equipment.

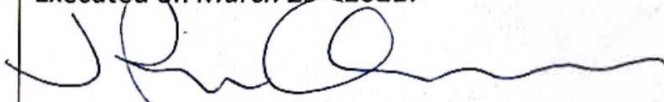
KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will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

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

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

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

Executed on March 29th 2021.



Justin Berthiaume



Mercury Resources LLC
169 Commack Road, Suite H#285
Commack, New York USA 11725
Office: 1-631-296-2030 | Fax: 1-631-410-1926
www.mercuryresources.com

MERCURY RESOURCES SHIPPER SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is Margo Brock, and my business address is 169 Commack Road, Commack New York. I am President/Principle of Mercury Resources LLC.

Mercury Resources is a supply chain management company that ships various types of freight by rail / barge / truck, across North America. We work with all class 1 railroads. We find our interaction with both CP and KCS to be great, two railroads focused on building and executing business opportunities, which helps us keep trade moving for our commodity trading clients.

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

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Mercury Resources does not favor class 1 consolidation generally. The top 5 class 1 railroads are already so big by themselves. However, the combination of these two smallest class 1 railroads complements each other, and the market, in a unique opportunity.

There is already a tremendous amount of freight in the US, that cannot benefit from the rail system, and must remain on trucks. We see the next level of freight where it should be a rail move, but when required to move interline with more than one class 1 railroad, the pricing is too high, and it converts to truck. The most beneficial utilization of the railroads is when you can run a class 1 direct freight lane, but each you introduce another class 1 into the freight structure of the lane, the price jumps significantly. This combination of CP and KCS will eliminate many of those rail opportunities converting to truck – due to the expansive reach created. Do we really need more trucks on our roads? More pollution, more traffic, more wear and tear on our US infrastructure that is reportedly in need of much upgrading and repair!

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



Mercury Resources LLC
169 Commack Road, Suite H#285
Commack, New York USA 11725
Office: 1-631-296-20 30 | Fax: 1-631-410 -1926
www.mercuryresources.com

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency
- KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

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

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

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

Executed on: 29-March-2021



Margo Brock

MIDWEST BULK TRANSLOAD

1 Genstar Drive, Joliet, IL 60435

800-590-6064 Fax 815-600-8077

www.mbtransload.com E-mail: mail@mbtransload.com

ATTENTION: Surface Transportation Board

My name is Ted Kennedy and my business address is 2100 Clearwater Drive, Oak Brook, IL 60523. I am CEO of Midwest Bulk Transload. In my role, I am responsible for the safe and profitable operation of our transload facility.

Midwest Bulk Transload is a Grain and Feed transload operation that transfers product from bulk railcars to bulk 40 foot export containers.

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

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

Midwest Bulk Transload has the ability to receive bulk grains from various CP points and load containers for export. With this merger, this will open up a very large grain and feed market in Mexico for new customers that can receive bulk containers. Today, we are limited to shipping to just 2 ports, Vancouver and Montreal. With Mexico being a large buyer of Feed and Grain from the US, this will allow Midwest Bulk Transload to serve more buyers for US grain and feed. Having a larger market to serve, this ultimately makes the processing plants more profitable as well as increase commodity prices at the farm. The efficiency of connecting the KCS and the CP lines will provide feed mills, farmers and processors will provide for more profitable operations.

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of Distillers Dried Grains and Soybeans from Bensenville, IL to various Intermodal yard locations in Mexico. We are particularly enthusiastic about the role new CPKC single-line routes will play in

expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency by ship containers of feed to Mexico whereby this service has never been offered in the past.
- With this merger, the shippers and receivers of Distillers Dried Grains, Soybean Meal, and Soybeans, will have a more efficient means of transportation and both shippers and receivers will benefit from these rail efficiencies through increased profit margins.

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

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

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

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

VERIFICATION

Executed on March 29, 2021



[Signature]

Ted Kennedy, CEO, Midwest Bulk Transload



MUTUAL TRANSPORTATION SERVICES INC.

627 Lyons Lane, Suite 403 Oakville, Ontario L6J 5Z7

SHIPPER SUPPORT LETTER- MUTUAL TRANSPORTATION SERVICES INC.

ATTENTION: Surface Transportation Board

My name is Chris Chapin and my business address is 627 LYONS LANE SUITE 403, Oakville, ON L6J 5Z7 and I am Director of Mutual Transportation Services Inc.

Mutual Transportation Services Inc. has been working with CP for a number of years mainly in the domestic Canada lanes.

Mutual Transportation Services Inc. supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized.

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

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

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

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

Head Office
PH (905) 339-3889
FAX (905) 339-2936

Charlottetown, P.E.I.
PH (902) 628-8225
FAX (902) 628-1805

Niagara, ON
PH (905) 327 2841
FAX (905) 227-2277

Montreal, P.Q.
PH (514) 620-3341
FAX (514) 620-8048



MUTUAL TRANSPORTATION SERVICES INC.

627 Lyons Lane, Suite 403 Oakville, Ontario L6J 5Z7

VERIFICATION

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

Executed on March 30, 2021

 [Signature]
Chris Chapin

Head Office
PH (905) 339-3889
FAX (905) 339-2936

Charlottetown, P.E.I.
PH (902) 628-8225
FAX (902) 628-1805

Niagara, ON
PH (905) 327 2841
FAX (905) 227-2277

Montreal, P.Q.
PH (514) 620-3341
FAX (514) 620-8048



SHIPPER SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is Jason Venditti and my business address is 56 Romina Drive. I am President and Managing Partner of National Cold Chain Inc. (aka NCC)

NCC is a 3PL who offers both road and intermodal service to our clients, we are heavily immersed in perishable supply chains of Canadian CPG companies and are one of the fastest growing buyers of refrigerated intermodal cube/services from both Canadian class 1 rail lines.

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

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

NCC works with Canadian and USA CPG food shippers and a variety of FAK shippers to move their products from the USA and Mexico to Canadian consumers. CP provides us with good domestic rail service but is limited in its supports of our customer's larger North American networks requirements. We rely on the Canadian class 1 railways to serve our clients and today CP is not able to compete with CN on service or price on freight originating in the USA and MX. A second option would be valuable to my business and create competition. We need a second single line cross border operator.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. Economical options exit MX to Canada are limited today. We have clients shipping on the water at extensive > 30 day transits in the absence of a viable MX to CAD service. Today there is far too much carbon being burned just to get freight

out of MX and onto a line that can bring it into Canada, this would also make a significant contribution to lowering carbon emissions, today Canadian carrier give away their capacity just so they can get to Laredo so they can load Mexican freight destined for Canada. The CPKC would open up a vital supply chain link for many Canadian shippers.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

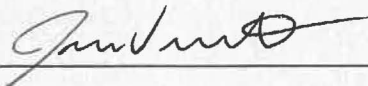
At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, NCC is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. NCC urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I JASON VENDITTI, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Signature  Executed on March 25 2021



Good food, Good life

Nestlé Canada Inc.
25 Sheppard Avenue West
North York, ON
Canada
T +1(416) 218 3030

Date: March 29, 2021

To Whom It May Concern

Re: STB Finance Docket No. 36500 / CP-KCS Proposed Combination

I am writing to provide my written support for the combination of Canadian Pacific Railway (CP) and Kansas City Southern (KCS). I believe this combination of railroads will benefit not only Nestle by creating more efficient supply chains throughout North America, but also open up new opportunities and new markets for businesses. Currently Nestle and CP partner together to move Intermodal traffic across Canada and between the United States and Canada. CP is a strong supply chain partner, transporting both raw material as well as perishable finished goods. The Nestle & CP partnership is strategic and both companies collaborate to create better and more environmentally sustainable supply chains.

Nestle is supportive of the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen the North American supply chain. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our intermodal shipments between Canada, the US and Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is beneficial to have a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our inventory costs and improve our efficiency. By having a single source solution that avoid interchanges. This will further enable reliable service to our customers.

Furthermore, as North America's two safest railroads, we firmly believe that CP and KCS will provide Nestle with safe, efficient and fast service that will allow us to achieve the goal of reducing carbon intensity and improving the North American supply chain's environmental footprint. Nestle urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all shippers across the USA, Mexico and Canada.

Sincerely

Leslie Nicholson
SVP Supply Chain Operations & Digital Business Transformation



Nestlé® Good food, Good life

March 26, 2021

Jim Wells
Nestlé USA
5750 Harper Rd
Solon, OH 44139

STB Finance Docket No. 36500
CP-KCS Proposed Combination

To Whom It May Concern:

I am writing to provide my written support for the combination of Canadian Pacific Railway (CP) and Kansas City Southern (KCS). I believe this combination of railroads will benefit not only Nestle by creating more efficient supply chains throughout North America, but also open up new opportunities and new markets for businesses.

Nestle is supportive of the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen the North American supply chain. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our intermodal shipments between Canada, the US and Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is beneficial to have a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our inventory costs and improve our efficiency. By having a single source solution that avoid interchanges. This will further enable reliable service to our customers.

Furthermore, as North America's two safest railroads, we firmly believe that CP and KCS will provide Nestle with safe, efficient and fast service that will allow us to achieve the goal of reducing carbon intensity and improving the North American supply chain's environmental footprint. Nestle urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all shippers across the USA, Mexico and Canada.

Sincerely,

Jim Wells

Chief Supply Chain Officer

Nestle USA



Houston Texas
March 24th, 2021

ATTENTION: Surface Transportation Board

My name is Esteban J. Benavides Chavez, and my business address is 2000 S. Dairy Ashford Suite 345, Houston, Texas 77077 I am a partner of New World Global, LLC. In my role, I am responsible for operations of the company.

New World Global, LLC is a satisfied customer of KCS and CP since 2016 when we began shipping propane rail cars from Canada to Mexico.

New World Global, LLC supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. New World Global, LLC, sees this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.]

We ship propane gas from our CP-served facilities in Saskatchewan and Alberta Canada to our customers with terminals in Mexico.

CP has provided us with excellent service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively).

A handwritten signature in blue ink, appearing to be "EB", is located to the right of the text block.

And we know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior.]

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of propane gas from Canada to Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

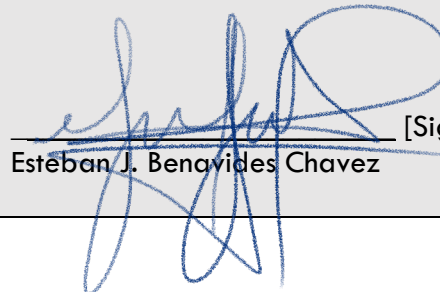
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, New World Global, LLC is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. New World Global, LLC urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated, and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Esteban J. Benavides Chavez, declare state under penalty of perjury "under the laws of the United States," that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 24th, 2021.

 [Signature]
Esteban J. Benavides Chavez



ATTENTION: Surface Transportation Board
RE: STB Finance Docket No. 36500 CP-KCS Proposed Combination

My name is Mark McKendry and my business address is 909 Lake Carolyn Pkwy, Irving, TX. I am Vice President of NFI, and leader of the Intermodal business unit. In my role, I am responsible for all functions relating to NFI's North American Intermodal product.

NFI is a strategic partner of CP in Canada, and a roughly \$3 billion dollar 3rd party logistics provider with significant operations in the regions served by both the Kansas City Southern, and the Canadian Pacific Railway. Our domestic Intermodal product leverages all North American class 1's, meaning we have a relationship and understanding of their operating principles, customer service and train service.

NFI supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Like many IMC's, NFI has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of Intermodal from SLP to the mid-west and Canada.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. The option of bypassing Chicago as a rubber tire interchange, and moving to a steel wheel interchange which reduces bottle necks and expenses is particularly appealing.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these



carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

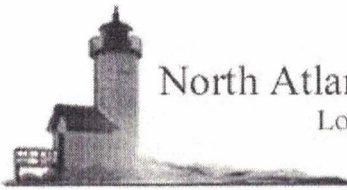
For these reasons, NFI is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. NFI urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Mark McKendry declare under penalty of perjury "under the laws of the United States," if executed outside of the United States that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on 3/26/21


Mark McKendry



North Atlantic International
Logistics Inc.

22 Dairy Lane, Huntsville Ontario P1H 1T4

TEL: (416) 291-2688 FAX: (705) 789-8677

STB Finance Docket No. 36500 CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Rob Birch and my business address is 22 Dairy Lane Huntsville Ontario P1H 1T4. I am the owner of North Atlantic International Logistics Inc. In my role, I am responsible for all Intermodal service providers including rates and lanes.

North Atlantic has been providing intermodal service to our customers for many years and CP Rail is a very important vendor. I believe that my growth in intermodal service is directly linked to CP Rail's growth with regard to new lanes and services.

North Atlantic International Logistics Inc supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. North Atlantic has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

North Atlantic provides its various customers with door to door service across North America: offering LTL, 20', 40', and 53' intermodal service. With important freight moving between north and south or east to west, this combination of rail networks will make cross border shipping much more efficient and effective to serve customers: from Canada to points in the US and to Mexico.

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively).

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, North Atlantic International Logistics Inc is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. North Atlantic International Logistics Inc urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Executed on 30/03/2021.

277/ Keri Kitch

Owner

North Atlantic International Logistics Inc



2417 N University Dr, Suite A, Fargo, ND 58102-1820 • Ph: 701.235.4184 • Fax: 701.235.1026 • www.ndgda.org

March 30, 2021

ATTENTION: Surface Transportation Board

RE: STB Finance Docket No. 36500-CP-KCS Proposed Combination

North Dakota Grain Dealers Association (“NDGDA”) hereby files this letter in support of approval of the CP/KCS combination. The transaction should provide benefits in the form of expanded markets to those North Dakota grain shippers serviced by CP.

NDGDA is an association of 120 companies that operate over 250 grain elevators in North Dakota. These grain elevators are the first point of sale for nearly all grain produced in the state. These businesses receive clean, condition, blend and ship grain on to domestic and worldwide markets. Grain production remains the mainstay of North Dakota’s economy and rail service is essential to move grain from points of production to points of consumption. More than 80 percent of North Dakota’s grain shipments occur by railroad.

From our perspective, the transaction promises to provide improved service options and open new markets to North Dakota shippers. The combined CPKC network – with new single-line hauls and access to ports on the U.S. Gulf, Atlantic and Pacific coasts – should help us reach our existing markets and new markets more efficiently.

North Dakota is served by two rail carriers and this action will strengthen competition between those carriers and trucks that serve our markets. KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer a seamless, single-line service so this transaction should improve our transportation options.

This merger makes sense because there are no overlaps in each carriers’ perspective network. We assume that this transaction would be a complement to each of the carrier’s existing service and support it for that reason. We would not be in favor of any transaction that would cause a deterioration in service to CP’s shippers in North Dakota.

The North Dakota Grain Dealers Association is voicing support for the combination of CP and KCS, because it should enhance competition and provide expanded options for North Dakota grain shippers. To that end, we encourage the STB to approve CP’s acquisition of KCS.

Respectfully submitted,

Stu Letcher
Executive Vice President
North Dakota Grain Dealers Association

VERIFICATION

I Stu Letcher, declare under penalty of perjury US Law that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 30, 2021.

Stuart Letcher

SUPPORT LETTER

ATTENTION: Surface Transportation Board
RE: Finance Docket No. 36500, CP/KCS Combination

My name is Ronnie Armstrong, and my business address is 377 E, Butterfield Road Suite 500 Lombard, IL 60148. I am the Vice President, Inland Operations at Ocean Network Express, (North America) Inc. In my role, I am responsible for procurement decisions for the North America market, including rail services.

Ocean Network Express, (North America) Inc entrusts a portion of our rail business to CP's network which presently offers direct connections for our shipments moving to/from the Canadian port of Vancouver to inland markets in Canada and the United States Mid-West.

Ocean Network Express, (North America) Inc. supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other Ocean Network Express, (North America) Inc has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

Ocean Network Express, (North America) Inc. relies upon CP's service to deliver containerized freight destined to or originating from overseas markets in a safe, efficient and cost-effective manner. CP has provided us with excellent service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively).

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our containerized freight shipments.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. This will unlock new opportunities for HMM (America), Inc and promote growth for our services through the expanded North America network.

KCS and CP have had a cooperative relationship in the past, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.



North America RHQs
8730 Stony Point Parkway
Suite 400
Richmond, Virginia 23235
www.one-line.com

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

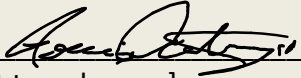
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Ocean Network Express, (North America) Inc. is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Ocean Network Express, (North America) Inc. urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Ronnie Armstrong, state the above under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 30, 2021.

 [Signature]
[Insert typed name]

SHIPPER SUPPORT LETTER- OEC GROUP

ATTENTION: Surface Transportation Board

My name is Marc Bibeau and my business address is 725 Montee-De- Liesse, Saint Laurent, Quebec H4T1P5 . I am the CEO and President of OEC Group.

OEC Group is a long standing partner of CP Rail and we have worked diligently over the years to grow with CP by focusing on providing quality service to our customer base.

OEC Group supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. We see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

We ship intermodal containers with CP intermodal service primarily serving a retail customer base. We currently are extremely active in Vancouver to Toronto, Montreal and Chicago lanes.

CP has provided us with good service, but its market reach is limited today in the US and we have not been using CP in cross border as it must interline with other railroads to reach US destinations that we could potentially ship to or that could expand the markets we serve effectively.

And we know from experience both our own, and that of our competitors who have single-line rail options at their origins that single-line rail service options are far superior.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets.

We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.
- KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

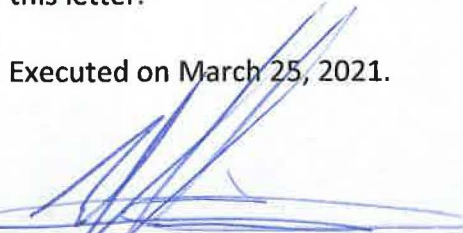
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, OEC Group is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. OEC Group urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I, Marc Bibeau certify under penalty of perjury under the laws of the United States that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 25, 2021.



Marc Bibeau

[Signature]



OK Foods, Inc.
P.O. Box 1787
Fort Smith, AR 72902

479.783.4186
1.800.635.9441

www.okfoods.com
www.tenderbird.com

March 30, 2021

ATTENTION: Surface Transportation Board

Good Day, my name is Russell E. Bragg, and my business address is 4601 North 6th Street, Fort Smith, Arkansas. I am the Senior Vice President of Supply Chain for OK Foods, a Division of Bachoco. My role in the last 33 years at OK Foods is in the movement of rail grain and soybean meal from the US Midwestern markets.

OK Foods has two feed mills located on the KCS system sourcing grains from the Missouri, Kansas, and Nebraska markets. The KCS has been a loyal and supportive partner during my entire tenure here. They have helped us grow our business by providing dependable service at fair rates. One of the areas that has come up short is origination of grain, meal and DDG's above the Kansas City interchange. This heartland of grain is currently not available to us via other US carriers, and we would hope that this merger will help us with access to the Iowa, Minnesota and the Dakota markets during certain times of the year.

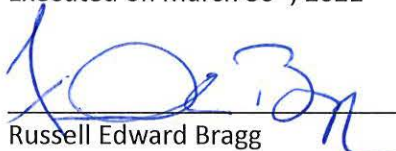
OK Foods supports approval of the CP/KCS merger. This transaction would potentially provide OK Foods access to new markets, and potentially lower landed cost of ingredients.

Our parent company in Celaya, Mexico, would also benefit from this transaction for the same reasons as they purchase grain of the same KCS system we use. The addition of other unit train shippers will benefit us and all the stakeholders on the KCS system.

Verification:

I, Russell Edward Bragg, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 30th, 2021

 (Signature)
Russell Edward Bragg



STB FINANCE DOCKET NO. 36500 CP-KCS PROPOSED COMBINATION

ATTENTION: Surface Transportation Board

My name is Dustin Preun and my business address is PO Box 26011, Regina, SK, S4R 8R7. I am the Director of Operations of Oleet Processing Ltd. dba O&T Farms. In my role, I am responsible for Logistics and Operations for our entire supply chain.

O&T Farms ships proprietary feed ingredients to customers all over North America through CP's rail network. Although our business ships primarily to the US and Canada, we are developing markets in Mexico, which would be helped by this CP/KCS combination.

O&T Farms supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

We ship a good portion of our feed ingredients to the Southern US states, but currently do not have a direct route to many of our final destinations.

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively).

And we know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and



Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency by allowing us to ship with just one direct railroad to certain locations with our fleet of private leased cars.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, O&T Farms is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. O&T Farms urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Sincerely,

Dustin Preun
Oleet Processing Ltd. dba O&T Farms
Director of Operations

Les Sables

OLIMAG Inc.

725, boul. Caouette Ouest, C.P. 276
Thetford Mines (Québec) CANADA
G6G 5T1

Tél.: 418-338-3562
Téléc/Fax : 418-338-9100
Courriel/email :
info@olimag.com

STB Finance Docket No. 36500 CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Benoit Piuze and my business address is 2899 Boul. Frontenac E I am Business Development Director of Olimag Sands Inc. In my role, I am responsible for sales marketing and developing partnerships with new carriers and transport companies for our requirements.

Olimag Sands Inc is using intermodal to ships in the southern US and Mexico. Our Broker would use the route negotiated and bring container from our facilities to Drummondville to get on the rails.

Olimag Sands supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Olimag has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

E.G.: Olimag sands is at the moment shipping sands to its customers in Canada, the US and Mexico by trucks, rails and maritimes. Our broker often uses the CN railway at we get to Drummondville to get the containers on the tracks. We look forward to have other options for shipping intermodal.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of Sand from Thetford Mines, Quebec to Brownsville, Texas.

Les Sables

OLIMAG Inc.

725, boul. Caouette Ouest, C.P. 276
Thetford Mines (Québec) CANADA
G6G 5T1

Tél.: 418-338-3562
TéléciFax : 418-338-9100

Courriel/email :
info@olimag.com

-
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
 - CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. Especially with a potential intermodal station that would be closer to our production facilities
 - Faster and potentially cheaper deliveries

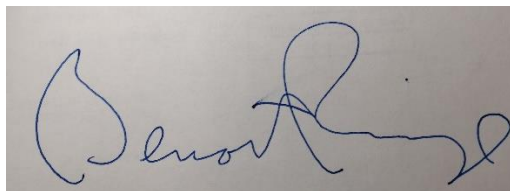
KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

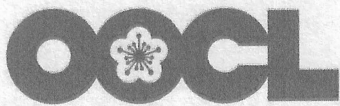
For these reasons, Olimag Sands Inc is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Olimag Sands Inc. urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Sincerely,

A handwritten signature in blue ink, appearing to read "Benoit Piuze", on a light-colored background.

Benoit Piuze

Olimag Sands Inc



We take it personally

ATTENTION: Surface Transportation Board

March 30, 2021

RE: Finance Docket No. 36500, CP/KCS Combination

My name is Eric Witsaman and our offices are in Salt Lake City, Ut. I am the Vice President of Operations, North America with OOCL. In my role, I am responsible for procurement decisions for the North America market, including rail services.

OOCL entrusts a portion of rail business to CP's network which presently offers direct connections for our shipments moving to/from the Canadian ports of Vancouver and inland markets in Canada and the United States Mid-West.

OOCL supports approval of the CP/KCS combination. The transaction would provide significant benefits that we believe would be in the best interest of our organization.

From our perspective, the transaction promises to provide improved service options and enhance transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. These two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

OOCL relies upon CP's service to deliver containerized freight destined to or originating from overseas markets in a safe, efficient and cost-effective manner. CP has provided us with excellent service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively).

We are very excited about the transaction because it will allow a combined CPKC to provide new, efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,



- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our containerized freight shipments.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. This will unlock new opportunities for OOCL.

KCS and CP have had a cooperative relationship in the past, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

For these reasons, OOCL is supporting for the combination of CP and KCS, because it will enhance competition, provide expanded network and drive efficiencies for customers of all sizes. OOCL asking STB to explore with all stakeholders and review this proposal which may help bring more options, competition to the industry and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Eric Witsaman, state under penalty of perjury, under the laws of the United States, that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on ~~March 30, 2021~~

Eric Witsaman



ATTENTION: Surface Transportation Board

My name is Patrick Mitchell and my business address is 609-1199 West Pender Street, Vancouver BC Canada. I am the Director of Supply Chain for Ostara Nutrient Recovery Technologies Inc and Ostara USA LLC. In my role, I am responsible for all facets of the Supply Chain – including transportation.

Ostara manufactures and distributes fertilizer globally. Specifically, within the USA and Canada, we manufacture our product in the USA and utilize the CP to deliver the product to our end customers who are located in the Canadian Prairies (Albert, Saskatchewan, and Manitoba). CP has been a strong partner for Ostara's shipping needs and has been a supportive and a valued partner.

Ostara supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Ostara has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

Ostara has seen exponential growth over the past 5 years and our business has in turn, relied more heavily on bulk rail car shipments. This allows our material to travel long distances and as cost effective as possible. Without rail, our business would not be able to supply the Canadian Prairies with our unique and very specialize fertilizer. This product has proven results of increasing yields and delivering a better ROI to famers vs traditional fertilizers.

Our only manufacturing facility that utilizes rail cars is location in Florida. Our product travels with the CSX up to Chicago IL where it interchanges with the CP for final mile delivery to our customers in Canada.

Ostara recently purchased another manufacturing facility located in St Louis MO. This new facility will provide scale and a more centrally positioned origin for our business. This facility is currently not accessible directly by the CP. However, with this agreement, the CPKC network will allow us access and will allow the CP to continue as a valued partner in Ostara's growth.



To date, CP's support and service has been exceptional with our current transportation lane. I can only expect that this will grow stronger with the addition of the KC lines.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of fertilizer from St Louis MO into Canada.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Ostara is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Ostara urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.



I Patrick Mitchell, declare under penalty of perjury under the laws of the United States, that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 25, 2021.

Patrick Mitchell, Director Supply Chain

Park Farm Grains Ltd.



March 30, 2021

ATTENTION: Surface Transportation Board

My name is Bill McLeod. My business address is 1962 Greenfield Road, Ayr, Ontario, N0B 1E0, Canada. I am Owner and President of Park Farm Grains Ltd.

Park Farm Grains Ltd. is a transloader in Ayr ON, served by the Canadian Pacific (CPRS). We transload inbound bulk dried distillers' grains into containers for intermodal export and are planning to expand our commodity offering to include Portland cement.

Park Farm Grains Ltd. supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two

Park Farm Grains Ltd.



smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Park Farm Grains Ltd. is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Park Farm Grains Ltd. urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

William R. McLeod
President
Park Farm Grains Ltd.
(519)658-3307

MARCH 30, 2021

Date



March 29, 2021

ATTENTION: Surface Transportation Board

To Whom it May Concern:

**Re: Merger of Canadian Pacific Railway Limited (“CP”) and Kansas City
 Southern (“KCS”)**

My name is Andrew Paterson and I am the President and Chief Executive Officer of Paterson GlobalFoods Inc. (“Paterson”). In my role, I am responsible for all aspects of Paterson’s operations, including significant rail shipment volumes throughout North America.

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. CP 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 113-year relationship.

I am writing to express Paterson’s support for the approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as Mexico – would help us reach our existing markets and new markets more efficiently. And, with the two railroads’ strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

While CP provides Paterson with strong service domestically, CP’s reach into the United States and Mexico is limited today. We know from experience that single line rail service options on CP would improve this reach and the economics thereof.

For example, Paterson imports significant volumes of fertilizer from the United States into Canada by rail. Currently, the most economical option for Paterson is to ship manifest traffic from origins in Minnesota to Paterson's warehouse in Winnipeg; which creates significant inefficiencies when unloading. The CPKC combination will give Paterson direct linehaul access to unit train fertilizer imports from the St. Louis area, significantly improving both the economics and efficiency of this aspect of our business.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example:

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of soybeans from Manitoba to Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

The entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

For these reasons, Paterson is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Paterson urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Respectively,

PATERSON GLOBALFOODS INC.

Per:



Andrew B. Paterson,
President and Chief Executive Officer

Operations
701 First Street
Clayton, Iowa 52049
(563) 964-2860
(563) 964-2616 fax



Accounting
701 King Street - Box 670
Fayette, Iowa 52142
(563) 425-3568
Fax (563) 425-4090

**STB Finance Docket No. 36500
CP-KCS Proposed Combination**

March 29, 2021

ATTENTION: Surface Transportation Board

My name is Kyle Pattison and my business address is 701 1st Street, Clayton Iowa, 52049. I am of Owner of Pattison Sand Company. In my role, I am responsible for the operation and oversite of the company.

Pattison Sand Company (PSC) is Iowa's only Frac Sand Producer and is an Iowa based family business that roots date back to 1950s & Ag Business. PSC started producing sand in 2008. The quality and value of our product has resulted in a steady growth in our sales. We are located in Northeast Iowa and are exclusively served by Canadian Pacific. We primarily furnish sand to the oil and gas industry in, North Dakota, Texas and Oklahoma via multiple railroads. Over the years CP has provided us with good service, but its market reach is limited, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to. These complications of multiple railroads in the route limits our ability to expand the markets we serve and puts us at a competitive disadvantage to our competitors who have single-line rail options at their origins.

Moreover, 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.]

Pattison Sand supports approval of the CP/KCS combination. The completed transaction will have the ability to provide a more seamless route to our customers while providing us with a broader market for our products and services such as rail car storage and other products that may link to Mississippi River and a larger storage facility.

From our understanding, the transaction promises to provide PSC with improved service options and transportation choices in the markets we serve. The combined CPKC network – with new single-line hauls and access would help us reach our existing markets and new markets more efficiently. In addition, with the two railroads' strong focus on safety and operational excellence, CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders

We are excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets.

Visit our web site at www.pattisonsand.com

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies, they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Pattison Sand Company is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Pattison Sand Company urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Sincerely,

A handwritten signature in dark ink, appearing to read "Kyle Pattison", with a long, sweeping horizontal flourish extending to the right.

Kyle Pattison

Pattison Sand Company, LLC



21565 Hamburg Avenue
Lakeville, MN 55044
(952) 469-1400
FAX (952) 469-5890

ATTENTION: Surface Transportation Board

My name is Brad DeFauw and my business address is Performance Office Papers, 21565 Hamburg Avenue, Lakeville, MN 55044. I am the Vice-President of Shipping Logistics for Performance Office Papers. In my role I am responsible for the overall function of inbound (roll paper) and outbound (finished product) transportation needs of our company.

Performance Office Papers supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Performance Office Papers has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

Performance Office Papers currently receives railcars of roll paper from CP-served facilities throughout the United States and occasionally from overseas. In the past, we have also shipped finished product to various distribution centers throughout the United States.

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City.

And we know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options.

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

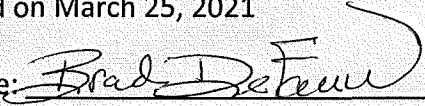
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Performance Office Papers is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Performance Office Papers urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I, Brad DeFauw, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 25, 2021

Signature: 

Brad DeFauw, Vice-President Shipping Logistics



ATTENTION: Surface Transportation Board

My name is Christine Hoffman and my business address is 141 Hamilton Road, New Hamburg, Ontario, Canada, N3A 2H1. I am the Director of Operations of Pestell Pet Products Inc. In my role, I am responsible for the long-term operational strategy and day-to-day execution. This includes our rail strategy, planning, and procurement.

Pestell Pet Products Inc. has been a rail shipper of CP's for many years. We ship bulk clay by rail to our plant based in New Hamburg, Ontario. The traffic originates in Wyoming on the Rapid City, Pierre and Eastern Railroad (RCPE) and interchanges to CP in Tracy MN. In 2020, we shipped over 500 carloads on CP.

Pestell Pet Products Inc. supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition. The combined CPKC network would help us reach new markets more efficiently. With the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example, CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs as a private fleet owner, and improve our efficiency.

The complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to

implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Pestell Pet Products Inc. is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Pestell Pet Products Inc. urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Christie Hoffman, declare [or certify, verify, or state] under penalty of perjury ["under the laws of the United States," if executed outside of the United States] that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 30 2021 [date].

 [Signature]
[Insert typed name]



STB Finance Docket No. 36500
CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Curtis Chandler and I am President of PFL Petroleum Services Limited. My business address is 1865 Veterans Park Drive, Suite 303, Naples, FL 34109. As the President and founder of PFL, I am responsible for the oversight and supervision of all aspects of our business's railcar transactions, including railcar storage, railcar movement, and sourcing customers with counterparties to meet their specific needs.

PFL Petroleum Services Limited is a full service rail company covering the North American rail market. We provide storage and transloading solutions, railcar procurement and structured finance, third party logistics, and mobile cleaning and repair. PFL serves a broad base of clientele across many different industries such as energy, coal, grain, minerals, and food or animal products. We also have direct relationships with many car owners, such as banks and leasing companies.

PFL strongly supports the approval of the CP/KCS combination. This transaction would provide significant benefits that we are eager to see realized as soon as possible. As a Canadian American, I am greatly encouraged by this merger and the value it will unlock for Canadian import/export markets. From our perspective, the transaction promises to provide improved service options and enhanced transportation competition in the markets we serve. The combined CPKC network will help us and our clients reach existing markets and serve new markets more efficiently. We are particularly enthusiastic about the role the new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement.

Both rail lines have provided us with exceptional service, but their market reach is limited today. CP or KCS must interline with other railroads to reach most all of the destinations we ship to and this merger will create a valuable alternative to existing rail networks. We have learned from our experience and our customer's experience that a seamless, single-line rail service is far superior in terms of safety, economics, and efficiency. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

This merger has the potential to add significant value to PFL and our clients. We have numerous clients who operate between Canada, the US Gulf Coast, and Mexico who will directly benefit from this merger. In addition, as a railcar storage provider across the US and Canada, many of our facilities are served by KCS or CP. The combined CPKC network will create a plethora of storage and transloading efficiencies for our clients.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options. At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. This is truly an end to end merger with no existing parallel routes between the railroad. This transaction will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service



disruptions that have accompanied some past rail mergers. PFL Petroleum Services Limited has not often spoke favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

For these reasons, PFL Petroleum Services Limited is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. PFL Petroleum Services Limited urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Sincerely,

Curtis R. Chandler, President

PFL Petroleum Services Limited



Phoenix Park Energy Marketing LLC
Remington Square Office Bid. B
10613 West Sam Houston Parkway North
Suite 100 Houston, Texas 77064
www.phoenixpark.co

Date: March 25, 2021

ATTENTION: Surface Transportation Board

My name is Donnie Schubert and my business address is 10613 West Sam Houston Parkway, North Houston, Texas 77064. I am President of Phoenix Park Energy Marketing LLC (PPEM). In my role, I am responsible for the day to day operation within North America; as well as expanding the current footprint.

Phoenix Park is a marketing company that currently moves approximately 7,200 car loads of LPG's within North America at which 90% of our traffic moves on the CP. As of mid-2022 our projected LPG traffic will increase well over 15,000 carloads & over 30,000 car loads of Distillates annually.

Phoenix Park supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Phoenix Park has not often spoken favorably about railroad consolidations; however, we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidations.

Phoenix Park ships LPG's from several CP-served facilities throughout Canada to our customers with terminals all throughout Mexico and Gulf region.

CP has provided us with tremendous service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively).

And we know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of 7,200 railcars per year, which is intended to double in 2022.

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

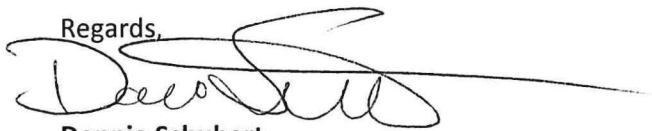
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Phoenix Park is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Phoenix Park urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated, and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Donnie Schubert, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Regards,



Donnie Schubert
President



Pique Supply Corp.

166 Saunders Rd., Unit 4
Barrie, ON L4N 9A4
Tel: (705) 242-3465
Toll Free: (855) 598-2462
Fax: (705) 242-3466
Toll Free Fax: (855) 477-8248
www.piquesupply.com

**STB Finance Docket No. 36500
CP-KCS Proposed Combination**

To Whom It May Concern:

I am writing to provide my written support for the combination of Canadian Pacific Railway (CP) and Kansas City Southern (KCS). I believe this combination of railroads will benefit not only Pique Supply by creating more efficient supply chains across the North American continent, but also open up new opportunities and new markets for businesses. Currently Pique Supply and CP work together on pre-paid Intermodal/International & Carload traffic inbound Canadian and Cross-border shipments. CP is critically important for transporting raw martial & finished product enabling Pique Supply to deliver to North American customer base.

Pique Supply is thrilled about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our inventory costs and improve our efficiency. By having a single source solution that avoid interchanges.
- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our intermodal shipments from or to Canada to or from The Southern United States & Mexico

Pique Supply urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all shippers across the USA, Mexico and Canada.

Sincerely,



Stephanie Kennedy

Managing Partner, Owner

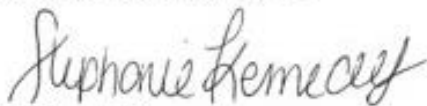
M:705-309-0245

E:skennedy@piquesupply.com

VERIFICATION

I Stephanie Kennedy, declare [or certify, verify, or state] under penalty of perjury ["under the laws of the United States," if executed outside of the United States] that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on : 03/29/21



Stephanie Kennedy



301806

ENTERED
Office of Proceedings
March 24, 2021
Part of
Public Record

ATTENTION: Surface Transportation Board Docket # FD36500

My name is Stephen Banahan, and my business address is 482 Milo Rd. Dover-Foxcroft, ME. I am the Industrial Sales Manager of Pleasant River Lumber Co. Inc. In my role, I am responsible for managing all rail traffic for our 5 Sawmills.

Pleasant River Lumber ships from two locations on the CP. We ship approximately 325 cars per year and hope to increase that to 500 cars in the future.

Pleasant River Lumber supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Pleasant River Lumber has not spoken in favor of railroad consolidation, but we believe this merger will be beneficial to our business. Our company needs to ship approximately one third of our annual production by rail. It enables us to ship to a much wider geographic customer base than we are shipping via Flat Bed Trucks. It makes us more competitive in distant markets, and it reduces our reliance on trucking.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient, and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of lumber from Maine to various destinations in the Midwest and South.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico,

and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Pleasant River Lumber is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. Pleasant River urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated, and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I, Stephen Banahan, declare under penalty of perjury under US Law that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 23, 2021

Stephen Banahan

Cc: ALL PARTIES OF RECORD



March 30, 2021

ATTENTION: Surface Transportation Board

My name is Brad Sanders and my business address is 811 Main St, Suite 2800, Houston, TX 77002. I am Executive Vice President, Chief Commercial Officer of Port Arthur Terminal LLC ("PAT"). In my role, I am responsible for developing the commercial strategies and the proper execution of them for PAT.

PAT has enjoyed good relationships with Canadian Pacific Railway ("CP") and Kansas City Southern Railway ("KCS"), providing our customers services that involve rail solutions for DRUbit™ and Dilbit in the United States and Canada. These services require close operational collaboration and/or negotiations with both rail carriers. PAT believes a CP-KCS combination will create a transcontinental railroad with the scale and reach to deliver improved levels of service that will enable us to better serve our customers and communities.

PAT supports approval of the CP/KCS combination. The transaction will provide benefits that we are eager to see realized.

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – will help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

CP and KCS have both been very responsive to our needs, but their respective market reaches are limited today, as CP's lines only go as far south as Kansas City and KCS's only as far north as Kansas City. CP and KCS must interline with other railroads to reach destinations beyond Kansas City to which we ship or into which we may expand.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This should strengthen competition against the other, larger rail carriers and trucks that serve our markets.

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce equipment costs and improve efficiencies for our customers.

KCS and CP have shown us a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS's networks – connecting only at Kansas City and not overlapping anywhere – makes it less likely that the transaction will have any significant adverse effects on competition. It should make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, PAT is voicing its support for the combination of CP and KCS, because it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. PAT urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Best Regards,

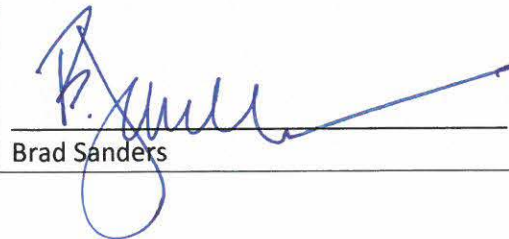


Brad Sanders
Executive Vice President, Chief Commercial Officer
Port Arthur Terminal LLC

VERIFICATION

I, Brad Sanders, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 30, 2021 [date].


Brad Sanders

To Whom It May Concern:

The purpose of this letter is to provide written support from Priam Logistics Inc. for the acquisition of Kansas City Southern (KCS) by Canadian Pacific Railway (CP). As a company that sources goods and materials from across North America we see this combination of railroads as a benefit to our supply chain, and the North American transportation network. CP plays a critical role in our supply chain, transporting goods across Canada and the United States. Priam believes this expanded network will benefit our company by creating more efficient supply chains, by opening up new opportunities and new markets for businesses, and by allowing the creation of new supply chain strategies that could not exist with today's North American rail network.

The combination of the CP and KCS networks will create improved service options and competition while unlocking new sourcing opportunities in the US and Mexico. Furthermore, the ability to convert truck moves to a single line rail alternative will allow a more environmentally friendly transportation alternatives that are safe, fast and efficient and which do not exist today

It is our belief that a combined CP and KCS will help create a more efficient, safer and better North American rail network to the benefit of all. We urge the STB to approve CP's acquisition of KCS in a timely manner and allow shippers across North America to begin to benefit from this enhanced rail network.

Sincerely,



Troy Wasmuth
President
Priam Logistics Inc.



ATTENTION: Surface Transportation Board

My name is Joel Fenger and my business address is 109 1st Street Hoffman, MN. I am the Grain Division Manager of Pro Ag Farmers Coop. In my role, I am responsible for the overall performance of the grain division for Pro-Ag farmers Coop.

Pro Ag is a shipper on the Canadian Pacific. Pro Ag ships corn, soybeans out of our Hoffman terminal. We also load some singles out of our Parkers Prairie location. Pro Ag generally ships over 2600 cars a year out of Hoffman.

Pro Ag supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Pro Ag has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

Last year we had low quality grain that we couldn't get out to our western PNW market. We relied on taking our low quality to the eastern ethanol market. Having this transaction with the CPKC we would have been able to find homes for our grain down south in the gulf market. It would benefit Pro Ag with the summer soybean market. Most years the soybean PNW program is done by March, which usually turns into a gulf market. With this merger we would be able to get beans down to the gulf on a reasonable timely rate.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Pro Ag is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Pro Ag urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I __Joel Fenger_____, declare [or certify, verify, or state] under penalty of perjury ["under the laws of the United States," if executed outside of the United States] that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on ____3-29-2021_____[date].

____Joel Fenger_____
[Insert typed name]  [Signature]



2701 E. 100th Street Phone: 773.978.5130
Chicago, IL 60617 Fax: 773.978.7125

ATTENTION: Surface Transportation Board

My name is Joseph Thomas and my business address is 2701 E 100th St. Chicago, IL 60617. I am GM of Rail Logistics of Pullman Innovations. In my role, I am responsible for coordinating inbound and outbound Rail traffic.

Pullman Innovations provides highly nutritional, vegetable oil products formulated to meet your feed ingredient needs. We ship and receive from Canada, Mexico and the United States. The CP has been in my opinion has had the fairest rates across the board regarding other Class 1 railroads. Their customer service has also been number 1. We currently use them for all of our Canadian shipments and are excited about the possibility of adding southern US and Mexico area as an option. Pullman Innovations supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Pullman Innovations has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.] Currently and historically our transportation needs have been delayed due to the connecting short lines and or other options. Pullman Innovations currently receives a majority of our raw soapstock product from Trois Rivières, PQ, which is serviced by the CP direct to our facility in Chicago. I have had a great experience in the past with the line. We feel that adding the option of a continuous line south of Chicago will not only decrease our overall costs, but also bring down our dwell time on car travel. In our opinion the CP has provided us with great service and adding the ability to open more market for them will in turn help us. We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of Veg Oil and soapstock.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico

and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

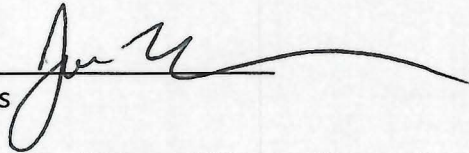
KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options. At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners. We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers. For these reasons, Pullman Innovations is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Pullman Innovations urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Joseph Thomas, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on MARCH 30 2021 [03/30/2021]

Joseph Thomas

A handwritten signature in black ink, appearing to read "Joe Thomas", is written over a horizontal line.



ATTENTION: Surface Transportation Board

My name is Ray Hassan and my business address is PO Box 56, Lajord Saskatchewan, S0G 2V0. I am the Logistics Manager of Purely Canada Foods. In my role, I am responsible for all exports via rail in Canada, the US and into Mexico.

Purely Canada Foods is currently shipping all across Canada to both ports as well as around 15 to 20 cars per month into Mexico on CP and KCS lines. We have a long standing relationship with CP which only stands to grow well into the future given the excellent service provided by CP and in turn KCS when it comes to our US and Mexico shipments.

Purely Canada Foods supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Purely Canada Foods has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

Currently we ship approximately 200 carloads a year of grain from our Lajord SK facility (which is serviced by a CP shortline partner the Stewart Southern Railway, who interchanges with CP at Richardson, SK) to Mexico. I believe this CP/KCS combination will benefit us by single-line efficiencies on our current business into Mexico, as well as to further expand on this market. While CP has provided us with exceptional service, we have also been somewhat hesitant to explore some markets within the US due to its market reach being limited today, as its lines only go as far south as Kansas City.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of grain from Saskatchewan to Mexico and the US.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. This is especially important with our private car fleet. It is imperative and very beneficial to our business when transit times are reduced to allow us to turn equipment around more efficiently.
- CPKC will also allow us to target specific customers in Mexico that required specific lane shipment that previously may not have been as competitive for Purely Canada Foods versus some of our competitors.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

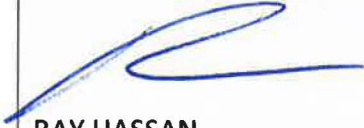
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Purely Canada Foods is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Purely Canada Foods urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I, Ray Hassan , declare under penalty of perjury under the laws of the United States, that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 24, 2021.

A handwritten signature in blue ink, consisting of a stylized 'R' followed by a horizontal line.

RAY HASSAN



STB Finance Docket No. 36500
CP-KCS Proposed Combination

To Whom It May Concern:

I am writing to provide my written support for the proposed acquisition of Kansas City Southern (KCS) by Canadian Pacific Railway (CP). Purolator Inc. is Canada's leading courier provider, and through Purolator's International business, we extend our reach within the North American market place. As VP Transportation, who is responsible for middle mile logistics, I believe this combination of railroads will benefit the North American supply Chain. CP plays a critical role in the Purolator Inc. supply chain, transporting goods across the Purolator network safely and ensuring that Purolator meets our service commitments to our customer base.

As North America's safest railroad, I firmly believe that CP and KCS will continue to provide Purolator Inc. with safe, fast and efficient service improving the North American supply chain's environmental footprint. Purolator Inc. supports CP's acquisition of KCS.

Sincerely,

A handwritten signature in black ink, appearing to read 'Joe Lombardo', written over a horizontal line.

Joe Lombardo

ATTENTION: Surface Transportation Board

My name is Francisco Belden and my business address is Av. Dr. Jose Eleuterio Gonzalez 2815, Col. Mitras Norte, Monterrey, Nuevo Leon, Mexico, 64320. I am the Commodities Procurement and Sales Director of Ragasa Industrias. In my role, I am responsible for the international and national procurement of our primary oilseed, soybeans, the design of the commercial strategies implemented in our bulk oil division, risk management and logistics management.

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 approval of the CP/KCS consolidation. 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 stimulate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. In addition to this, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Ragasa sees this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

The CPKC network would grant us the following benefits:

- Greater 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 our supply chain, allowing each and every single party involved in the operation to serve each other better

Thus, we are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient, and reliable rail service options. This will strengthen competition against the other, as well as with larger rail carriers and trucks that serve our markets. For example:

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of soybeans and canola from the United States and Canada to Mexico.

- Under the USMCA trade agreement, CPKC single-line routes would play a key role in expanding access to growing markets across the United States, Mexico and Canada, becoming a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. Current transit times have not been an optimum level and a combined network would greatly reduce transit times and allow us to achieve faster and higher crushing levels given the highly increasing demand in our domestic market.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Ragasa is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. Ragasa pleads the STB to approve CP's acquisition of KCS as swiftly as possible so that their systems can be integrated, and the end-to-end benefits of this deal be realized for the benefit of all stakeholders.

VERIFICATION

I, Francisco Belden, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 25, 2021.



Francisco Belden



STB Finance Docket No. 36500
CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Brian Johnson and my business address is 855 Ridge Lake Blvd, Memphis, TN. I am VP of Multimodal of Re-Transportation (Re-Trans). Re-Trans is a multimodal, full-service transportation and logistics management company. In my role, I am responsible for Intermodal Operations.

Re-Trans supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads’ strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Re-Trans has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC’s new single-line haul offerings will expand market reach and offer new competitive transportation options.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC’s new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Re-Trans is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Re-Trans urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I __Brian Johnson__, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on __3/24/2021__.



Brian Johnson

**STB Finance Docket No. 36500
CP-KCS Proposed Combination**

ATTENTION: Surface Transportation Board

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 CP/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 approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. 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 CP-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.

CP's market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that could expand the markets we serve effectively.

And we know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of market pulp from Western Canada to South Central United States and export markets.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. 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.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

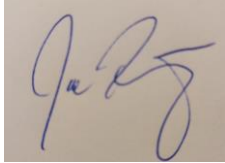
At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers. Senior management at Red Leaf Pulp have managed pulp and grain operations in western Canada in previous careers that were serviced by a larger Class I competitor organization and have experienced contractions in business volumes and lower levels of customer service due to sub-standard performance and lack of competition.

For these reasons, Red Leaf Pulp is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers

of all sizes. Red Leaf Pulp urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Sincerely,



Joe Hinz

Red Leaf Pulp

R. G. PHILLIPS GROUP OF COMPANIES INC.

**STB Finance Docket No. 36500
CP-KCS Proposed Combination**

ATTENTION: Surface Transportation Board

My name is Greag Phillips and my business address is 7 Clair Rd. W, PO Box 27016, Guelph, ON, N1L 0A6. I am owner and operator of RG Phillips Group of companies Inc.

RG Phillips has leased and located our Transload operations at Ingersoll, ON. We service inbound steel among other commodities for transload and delivery in the local area.

R.G. Phillips supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. RG Phillips sees this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

We receive steel rail shipments into our Transload facility in Ingersoll, ON for purpose of transloading and delivery to our Customers in the local area. These inbound shipments originate from all over North America.

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach origins beyond Kansas City that we received shipments from (or that could expand the markets we serve effectively).

In addition, I know from experience that single-line rail service options are far superior.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options.



R. G. PHILLIPS GROUP OF COMPANIES INC.

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies, they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

For these reasons, RG Phillips is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. RG Phillips urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Sincerely,



Greag Phillips

R. G. Phillips Group of Companies



ATTENTION: Surface Transportation Board

March 29, 2021

My name is William Wallace and my business address is Bristol Circle In Oakville Ontario . I am Senior Vice President of Routes Transportation Group. In my role, I am responsible for supplying transportation and warehousing for our clients in Canada, USA and Mexico.

Routes Transport Group has been a long time client of CP rail using their services within Canada on full Containers. In addition, we use CVP rail for the majority of inbound ocean container business.

Routes Transport Group supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Routes Transport Group. In the past we have not been in support of such a merger however with the leadership of CP Rail we see this being a very large step forward in the Global market that we serve.

It is expected that we will be taking advantage of the merger within our automotive and general commodities business units that serve Mexico and The USA markets from and to Canada.

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City.



We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient, and reliable rail service options. This will strengthen competition against the other, Transportation modes that serve our markets.

- under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. This will be accomplished by a "One Stop" approach to Transportation.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Routes Transportation Group is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Our Company urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.



VERIFICATION

I _William Wallace declares under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on _March 29/2021.

_Willian Wallace

W.G. Wallace

W.G. (Bill) Wallace
Senior Vice President

SACRAMENTO ENERGY RESOURCES

1231 Old Annetta Rd Aledo, Texas 76008 817-441-6568 Fax: 817-441-5880

ATTENTION: Surface Transportation Board

My name is Mitchel Johnson and our business address is 1231 Old Annetta Rd, Aledo, TX 76008. I am VP of Operations of Sacramento Energy Resources, LLC. In my role, I am responsible for the overall operations of Sacramento Energy Resources.

Sacramento Energy Resources is a wholesale propane that buys and sells propane in Canada, Mexico and the US.

Sacramento Energy Resources supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Sacramento Energy Resources sees this transaction as beneficial, with none of the downsides that might result from another round of Class I consolidation.

We ship propane from our CP-served facilities in the Alberta, Canada area, all the way to Monterrey, Mexico and points in between

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively).

And we know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of propane.

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency by having better rates across one carrier instead of having to switch carriers multiple times.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

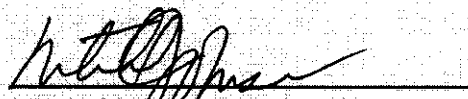
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Sacramento Energy Resources is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Sacramento Energy Resources urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Mitchel Johnson, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 29, 2021.



Mitchel Johnson



Salt Source dba: U.S. Salt
9661 Newton Ave S, Bloomington, MN 55431
Phone: 952-516-7465 | Fax: 952-516-7466

ATTENTION: Surface Transportation Board

My name is Jake Biesanz and I am the CFO and a co-owner of Salt Source LLC dba U.S. Salt. We have three locations in the U.S., but our HQ is located at 9661 Newton Ave S Bloomington, MN 55431. Our other locations are in Burnsville, MN and Theodore, AL. In my role, I manage our finance department and oversee operations for our Minnesota locations. I spend a lot of time managing our rail fleet as well.

At U.S. Salt, we import solar salt from Mexico, Egypt, Brazil, and Canada. The salt we purchase from Canada is delivered via rail on the CP line! The salt we purchase from everywhere else arrives in the U.S. Gulf! We then process it move it to our customers via rail, truck and barge.

We support approval of the CP/KCS combination. This merger could help us be more competitive in the marketplace. Even though we sell salt, we really feel like a logistics company and anything that could help improve service and rates will help us and our customers be more successful every day. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

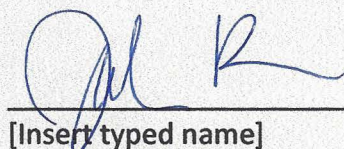
At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

For these reasons, U.S. Salt is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. We urge the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Jake Blesanz, declare [or certify, verify, or state] under penalty of perjury
[“under the laws of the United States,” if executed outside of the United States] that the foregoing
is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on 3/25/21 [date].

 [Signature]
[Insert typed name]

SB SHARP BASE SHIPPING AND TRANSPORT (CANADA) LTD.

DBA Sharp Base Cold Storage

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

ATTENTION: Surface Transportation Board

My name is Ron Law and my business address is 3456, Bridgeway Street, Vancouver B.C. V5K1B6 . I am the President of Sharp Base Shipping And Transport (Canada) Ltd. In my role, I am responsible for business in between Canada and US traffic and the ground railroad services..

Sharp Base Shipping And Transport (Canada) Ltd. Had been worked with Canadian Pacific Railway for many years and we usually shipped with CP for the fresh vegetables, fruits, frozen seafoods to / from US and Canada and CP provided a fast and accurate services and support for the reefer containers and dry 53' containers in our traffic

Sharp Base Shipping And Transport (Canada) Ltd supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible and this will help us to develop the business in US and Canada

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Sharp Base Shipping And Transport (Canada) Ltd. has not often spoken favourably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

We usually shipped hardwood Maple logs from Halifax, NS to Chicago and Gulf area by ground trucks and if CP and KCS merged , we can truck the products to Montreal and using CP intermodal services and the transportation costs of those routes will certainly less, efficient and more safer by using trucks

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively).

And we know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior.]

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of hardwood maple logs from Montreal, QC to Chicago and Gulf area
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency rather than we were using the flat deckers running a single trip but paid the round trips costs,
- Our customers in US will be more satisfied to use an efficient, less costs, more safer way of transportation especially in Winter time

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

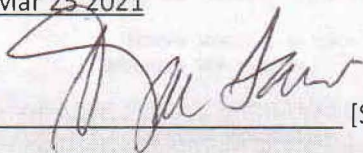
For these reasons, Sharp Base Shipping And Transport (Canada) Ltd. is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Sharp Base urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Ron Law, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on Mar 25 2021

Ron Law



[Signature]



SHIPPER SUPPORT LETTER- SIMARD TRANSPORT

ATTENTION: Surface Transportation Board

My name is Donald Abraham and my business address is 1212, 32nd Avenue
Lachine, QC H8T 3K7 and I am the Executive Vice President for Simard Transportation.

Simard Transport is a long standing partner of CP Rail and we have worked diligently over the years to grow with CP by focusing on providing quality service to our customer base.

Simard Transport supports approval of the CP/KCS combination. The transaction would provide significant benefits and opportunities for growth we are eager to see realized.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls, would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. We see this transaction as uniquely beneficial.

We ship intermodal containers with CP intermodal service primarily serving a retail customer base. We currently are extremely active in Toronto & Lachine to Western Canada lanes as well as Vancouver to East.

CP's market reach is limited today in the US and we have not been using CP in cross border as it must interline with other railroads to reach US destinations that we could potentially ship to or that could expand the markets we serve effectively.

And we know from experience both our own, and that of our competitors who have single-line rail options at their origins that single-line rail service options are far superior.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets.



We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

- CPKC's new service offerings will improve transit times and reliability.
- KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

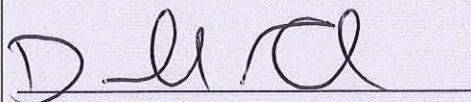
At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

For these reasons, Simard Transport is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Simard Transport urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I, Donald Abraham certify under penalty of perjury under the laws of the United States that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 29, 2021.

 [Signature]
Donald Abraham



Simba Transload Ltd.
311 Burnt Ridge Road, Unit 106
Red Deer County, AB T4S 2L4
P: 403-347-1868 F: 403-770-8121

March 29, 2021

ATTENTION: Surface Transportation Board

My name is Marvin Trimble, and my business address is 311 Burnt Ridge Road, Unit 106, Red Deer County, AB T4S 2L4. I am President of Simba Transload Ltd. In my role, I am responsible for managing and negotiating logistics contracts with our customers (Commodity Marketing Companies, Fuel Distributors, Refineries, Producers, and Logistics companies.) and all modes of transportation of their goods. (Rail, Truck, Barge, Ship, Container etc.)

Simba Transload Ltd. has been shipping commodities by rail for over 25 years and we have shipped via CP and KCS to several destination in Louisiana, Texas, New Brunswick, New York, Alabama, and Mexico.

Simba Transload Ltd. supports approval of the CP/KCS combination. The transaction would provide significant benefits to our company and many of the companies we serve due to the removal of interchange cost and logistics delays that we endure now. The sooner this could be executed the better it would be for our bottom line and we think there will be some environmental savings as well.

From our perspective, the transaction promises to provide improved service options and motivate transportation competition in the markets we serve. The combined CP/KCS network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, we have no doubt that CP/KCS will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Compared to other proposed and executed Class 1 railway consolidations our company has seen over the years, this combination seems to have very little overlap and would seem to benefit all three countries that this combination covers!

Here are a few examples of current and past business that Simba Transload Ltd. has used CP/KCS routes and how we see this combination would make these routes more cost effective and efficient:

We ship HFO from our CP-served facilities in Unity, SK to terminals in Texas, New York and Louisiana many of these shipments have seen delays and interchange issues. We also ship propane from our CP-served terminal in southern Alberta near Lethbridge to Mexico and we see this combination benefitting us and our customers as well.

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CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to, and we would now have the opportunity to ship to even more destination which would become more competitive with this combination! Also 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 CP/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:

- CP/KCS's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of Propane from Alberta to Mexico.
- We are particularly enthusiastic about the role new CP/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.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency by reducing the number of railcars we need to lease to service long hauls. Currently we have to add 20-25% extra railcars to cover inconsistent round-trip delivery and return times. For example, our "typical" round trip manifest shipment to Texas is 34-47 days. With this variance we have to lease enough railcars to cover the worst-case scenario but if the number was consistently 34 to even 40 days, we could reduce the number of railcars we lease!

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CP/KCS will continue to interchange with all of their other existing interline partners.

We have always been impressed by CP and KCS safety records as a company with the highest standards in the industry we appreciate this focus of both companies. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the

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two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Simba Transload Ltd. strongly supports the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Simba Transload Ltd. strongly urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated, and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

Executed on March 29, 2021


Marvin Trimble



John Young

Chief Operating Officer

P. 215.240.7335

F. 215.295.7911

jyoung@smartsand.com

ATTENTION: Surface Transportation Board

My name is John Young and my business address is 1000 Floral Vale Boulevard, Suite 225, Yardley, PA 19067. I am the Chief Operating Officer of Smart Sand Inc. In my role, I am responsible for all operations and logistics related to the movement of sand and equipment for Smart Sand.

Smart Sand is a fully integrated frac sand supply and services company, offering complete mine to wellsite proppant supply and logistics solutions to our customers. We produce low-cost, high quality Northern White frac sand, which is a premium proppant used to enhance hydrocarbon recovery rates in the hydraulic fracturing of oil and natural gas wells. We also offer proppant logistics solutions to our customers through our in-basin transloading terminal and our SmartSystems™ wellsite proppant storage capabilities. We market our products and services primarily to oil and natural gas exploration and production companies and oilfield service companies. The nature of our business demands a strong supply chain which is only as strong as its weakest link. As the bulk of our sand is transported by rail, Canadian Pacific Railway ("CP"), as our primary originating carrier, provides critical and timely service to us, without which we would not be able to function efficiently. Kansas City Southern ("KC"), as one of our terminating carriers, provides critical access for our products to both the Eagle Ford and (through shortline partners) the Permian shale basin. Both CP and KC have historically provided excellent service to us for their respective portions of our supply chain.

Smart Sand originates sand directly on the CP from our large mining site located in Oakdale, WI. CP provides single line haul service to our expansive transload facility in New Town, ND serving the Bakken shale formation. We also ship (and have shipped in the past) to multiple other destinations throughout the country, including East to the Marcellus/Utica basin, South to the Mid-Continent (Oklahoma), Eagle Ford and Permian basins, West to the Denver Julesburg and Powder River Basins and North to various Canadian shale basins. Although CP has provided us with good service, we have been negatively impacted by CP's limited service reach today. The majority of our current business with CP requires interline exchange to reach destinations and this has impacted our ability to get our sand into certain markets efficiently and at a competitive price.

Smart Sand supports approval of the CP/KC combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

From our perspective, the CP/KC combination promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls into the areas we currently serve, including the Eagle Ford and Permian basin – would help us reach our existing markets and potentially new markets, such as the Haynesville (Texas/Louisiana) shale basin, more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of sand from Oakdale, WI to Texas, Oklahoma and Louisiana destinations (Haynesville, Eagle Ford, Mid-Continent and Permian basins).
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency by reducing time spent at interchange and improving the chances of accurate estimated time of arrival and departure. KC and CP have had a cooperative relationship in the past, and CP-KC joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KC'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 CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KC to safety and operational effectiveness. Given the straightforward network connectivity between CP and KC, and the fact that CP and KC are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Smart Sand is voicing strong support for the combination of CP and KC, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Smart Sand urges the STB to approve CP's acquisition of KC 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 John Young, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 25, 2021.



John Young



STB Finance Docket No. 36500 CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Nathalie Hamel and my business address is 3100 Kunz Street, Drummondville. I am the Logistics Director of SOPREMA INC. In my role, I am responsible for global transport management for Soprema Canada account.

Soprema inc. has been a partner with CP for several years. We ship by intermodal to Western Canada and United States. We are satisfied with the overall quality of service

Soprema inc. supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Soprema inc. has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

Soprema inc. ship Insulating products in various forms or related products from our different facilities in Canada and going to Western Canada, United-States and Mexico. We ship in 53' Intermodal containers and are also evaluating railcar options.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Soprema inc. is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Soprema inc. urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Executed on 29/03/2021.

Nathalie Hamel, CCLP

Logistics Director
SOPREMA INC.



A Grower's Gateway to the Globe

PO Box 879 Hwy 39 NW Estevan SK, S4A 2A7

Phone: 306-634-8008 Fax: 306-634-8007

Email: shawn.southland@sasktel.net

ATTENTION: Surface Transportation Board

My name is Shawn Madsen and my business address is Box 879, Highway 39 NW, Estevan, SK S4A 2A7. I am the Operations Manager of Southland Pulse. In my role, I am responsible for the day to day operations including buying and selling, incoming and outgoing product and managing staff.

Southland Pulse was started in 2001 with CP being a vital part of our supply chain. Over 80% of our business is on the rail, with our annual tonnage ranging from 70,000 to 80,000 per year. Almost all of that goes to Vancouver, as going south (US/Mexico) has never been an easy option. Over the years, we have found CP to improve on their service and communication, and are happy it is the rail company we deal with.

Southland Pulse supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible. Shipping through the US has been a challenge in the past and this will help ease those restrictions.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Southland Pulse has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

As I mentioned earlier, a very high percentage of our business heads on the rail west to Vancouver. That being said Mexico has always been on the radar. In fact, we used to ship there more frequently, but over the years it seemed to become increasingly difficult to route and it is expensive.

We continue to get inquiries to ship to Mexico, but those same hurdles have deterred the business. CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively).

And we know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of pulses to Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. The confusion of switches and routes not only cost us time, but also more money.
- The ease of getting a rate to an existing destination, or a new one will not only help us improve the business we are doing, but open new doors.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Southland Pulse is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Southland Pulse urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Shawn Madsen, declare under penalty of perjury under the laws of the United States, that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 23rd 2021.



Shawn Madsen



tel: 306.672.4112
fax: 306.672.4166
toll free: 888.672.4112
Box 719, Gull Lake, SK S0N 1A0

March 29, 2021

ATTENTION: Surface Transportation Board

My name is Robert Chapman, and our business address is Box 719, Gull lake, Saskatchewan, Canada. I am the Sr. Manager Business Development for South West Terminal (SWT). In my role, I am responsible for SWT business development, trading and rail logistics within our group.

The business relationship between CP and SWT has been an essential part of the growth of SWT's business over the last 25 yrs. SWT has expanded the rail siding at Antelope, Saskatchewan to where we now have three 8500' tracks to accommodate CP's larger trains. This investment allows for the increased efficiency for both inbound and outbound rail shipments.

SWT supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

SWT is a grain and crop inputs company. As a large single point shipper on CP's main line, it is important for us to have access to all of North America's ports. SWT ships durum wheat to many North American Mills and we look forward to the opportunities that the acquisition will offer into Mexico. As well, we import granular fertilizer from various locations within the United States. As CP takes on a more integrated approach with acquisitions such as the KCS, we would expect our transit times and service to improve.

Even though SWT is located on a CP only served line, CP continues to be a very strategic business partner. The expectation is that the acquisition of KCS will only strengthen our relationship and will improve the already best in class service that CP provides SWT.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example:



tel: 306.672.4112
fax: 306.672.4166
toll free: 888.672.4112
Box 719, Gull Lake, SK S0N 1A0

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of durum wheat from Saskatchewan to the USA and Mexico. As well, increase options for the importation of granular fertilizer.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, SWT is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. SWT urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated, and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Respectively,

Robert Chapman
Sr. Manager Business Development – SWT
rchapman@swt.ca
(306)774-6804



STERILITE CORPORATION
30 Scales Lane
Townsend, MA 01469

March 29, 2021

STB Finance Docket No. 36500
CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Steven Stone and my business address is 30 Scales Lane, Townsend, MA. I am Executive Vice President of Sterilite Corporation. In my role, I am responsible for manufacturing, purchasing and the overall operations of our company.

Sterilite Corporation operates a large manufacturing and distribution facility in Davenport, IA. This facility opened in 2018 and consumes about 700 rail cars of plastic resin per year. The rail cars are brought into Davenport and are delivered to our interchange track by the Canadian Pacific Railroad ("CP").

Sterilite Corporation supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

Most of the plastic resin that we purchase originates in the U.S. gulf region. From our perspective, the CP/KCS transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us to transport our raw materials more efficiently.

We are supportive of the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets.

CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

For these reasons, Sterilite Corporation is voicing strong support for the combination of CP and KCS. The merger will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Sterilite Corporation urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this merger can be realized for the benefit of all stakeholders.

Sincerely,

A handwritten signature in blue ink, appearing to read "Steven L. Stone".

Steven Stone
Sterilite Corporation



STONE ARCH COMMODITIES



LETTER IN SUPPORT OF CP & KCS COMBINATION

March 29, 2021

ATTENTION: Surface Transportation Board

My name is Revis Stephenson and my business address is 702 North 1st Street, Suite 100. I am President of Stone Arch Commodities and its subsidiaries Ag Transfer and Grain Belt Trucking. In my role, I am responsible for oversight of all company operations.

Our company is an exporter of agricultural feed ingredients in shipping containers. We are one of the country's largest exporters as measured in shipping container TEU's. CP has been a great partner in helping us expand our business through our co-located facility in Minneapolis. In 2020, we exported over 150,000 tons of U.S grown agriculture products solely on CP rail. We place great value on our relationship with CP and we would not have been able to have the success we have had without their partnership.

Ag Transfer supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Ag Transfer sees this railroad consolidation as expansion of services and access to new destinations instead of a reduction in competition.

Currently we ship containerized grains by rail to the West Coast via CP from our Minneapolis facility and via UP and BNSF from our Chicago facility. With expanded CP/KCS services we may have additional opportunities to reach Mexico or may have a more competitive gateway through Kansas City. We believe that our competitive position will be improved by expanded single-line rail service options with a consolidated CP/KCS.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient, and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options. We believe this will increase our competitiveness and potentially open up new business to Mexico from our Midwest locations.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico, and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Stone Arch Commodities & Ag Transfer are voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Stone Arch Commodities urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

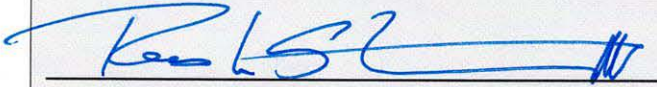
Best Regards,



VERIFICATION

I Revis L. Stephenson III, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 29, 2021.

A handwritten signature in blue ink, appearing to read 'Revis L. Stephenson III', is written over a horizontal line.

Revis L. Stephenson III



STB Finance Docket No. 36500
CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Marc Cayouette and my business address is 19250 Clark Graham, Baie D'Urfé. I am General Manager of StyroChem Canada. In my role, I am responsible for overseeing all departments including that of Logistics and transportation.

StyroChem is a producer of Expandable Polystyrene. The product is classed as HAZMAT UN2211 class 9 product. Our transporter must be HAZMAT certified and be able to provide clean transport vessels. StyroChem has been in partnership with CP for well over a decade, moving product to the West provinces. We are very pleased with the service and price we have with CP.

StyroChem supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. StyroChem has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

StyroChem ships its products throughout the world. Air, Ocean, rail and trucks are used for the transportation. Much of the product (just over 1/3 of our capacity) is currently shipped via rail. Most is heading West or South West. Our largest customer resides in Mexico. We are actually looking at more customers in the Mexico region. At the moment most rail is carried by CN. CP is used to reach Canadian destination in the West. We get excellent service from CP and would definitely consider them for some of our Mexico deliveries if offered.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. We look for low transport cost to a location and then find customers in that region.

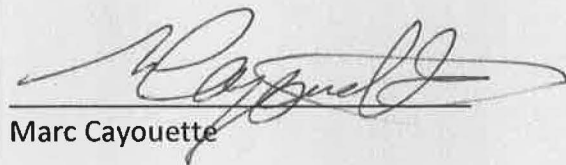
KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, StyroChem is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. StyroChem urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Executed on March 30, 2021



Marc Cayouette

San Luis Potosí, S.L.P. México, March 26th, 2021.

Surface Transportation Board.

To whom it may concern:

My name is Francisco Xavier Zermeño Urquiza and my business address is Eje 120 No 595, Zona Industrial 78395, San Luis Potosí, S.L.P. México. I am the Principal for Suministros Industriales Potosinos, S.A. de C.V. (**SIPSA Terminals**). In my role, I am responsible for managing, operating and expanding our group's transportation services and logistics business in North America.

SIPSA Terminals owns and operates Multimodal Rail Terminals in México, all of them rail served by the Kansas City Southern de México (**KCSM**) network. In the more than 24 years we have had a relationship with them, we have grown our customers use of the railroad as their preferred mode of transportation mean, due to its reliability, cost efficiencies and environmental friendliness. Our services include transloading bulk materials, commodities, autoparts, as well as agricultural, chemical, and energy products among others for their transportation from and to the USMCA market (you can see our complete services offering at www.terminalsip.com). In our dealings with **KCSM**, we have found a solid, serious, and trustworthy partner to convert "over the road" traffics to rail traffics with all the aforementioned described efficiencies.

SIPSA Terminals supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. **SIPSA Terminals** has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

EJE 120 #595, C.P. 78395 ZONA INDUSTRIAL. TEL. 01(444)8240393
SAN LUIS POTOSI, S.L.P.

In **SIPSA Terminals**, we offer the railroad mode of transportation advantage to customers that are either not rail served or prefer to assign the loading, unloading, packaging, bagging, transload, warehousing and cross dock of their products (be raw material or finished goods) to specialists like ourselves, combining transport modes (rail, last/first mile delivery and pick up), and sometimes ocean to present the best, most efficient logistic and cost solution to their supply chain needs. Our focus is to use the extended railroads networks throughout North America to achieve this goal, partnering with **KCSM** and their connecting class 1 and short line railroads.

However, **KCSM** and its northern franchise, **Kansas City Southern Railroad** service offering is sometimes affected due to the lack of an integrated lane all the way up to the American Northern Midwest due to the operational and cost affectations of switching with competing railroads, situation that sometimes represents a competitive disadvantage for customers shipping and receiving material in both ends.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKS's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of autoparts from Central México to the North American auto makers.
- We are particularly enthusiastic about the role new CPKS 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.
- CPKS's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency by not having to waist time and money incurred while interchanging railcars with competing railroads.
- CPKC's will be instrumental in integrating strong, efficient and reliable supply chains for the USMCA trade block that will allow to better compete with other commercial regions such as Asia and Europe.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This Transaction will improve our transportation options.

EJE 120 #595, C.P. 78395 ZONA INDUSTRIAL. TEL. 01(444)8240393
SAN LUIS POTOSI, S.L.P.

At the same time, the entirely complementary nature of CP's and KCS's networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

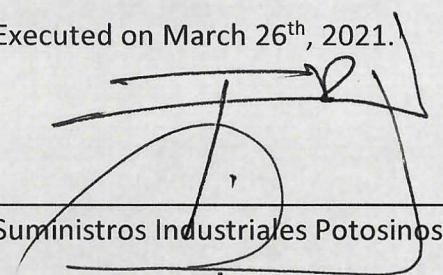
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, **SIPSA Terminals** is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. **SIPSA Terminals** urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Francisco Xavier Zermeño Urquiza, declare under penalty of perjury under the laws of the United States, that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 26th, 2021.



Suministros Industriales Potosinos, S.A. de C.V.



March 29, 2021

Shipper Support Letter – CP, KCS Combination

ATTENTION: Surface Transportation Board

My name is Michael Corbett and my business address is 715 South 4th Street in Pender, NE. I am Vice President of Supply Chain at Sunrise Foods International, Inc (Sunrise Foods). In my role, I am responsible for overseeing all our company's logistics and infrastructure.

Our mission at Sunrise Foods is to provide exceptional ingredients to our customers in the organic food and feed grain markets. It is critical for us to maintain a sustainable and efficient supply chain which assists in the effort to make organic foods accessible to all. Canadian Pacific Railway is a critical supply chain partner for Sunrise Foods in both the United States and Canada. CP continues to meet and exceed our expectations on service and reliability.

Sunrise Foods International supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition. The combined CPKC network – with new single-line hauls and access to/from premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets and origination points – would help us reach our existing markets and new markets more efficiently. With the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

We ship organic grain from CP-served facilities in IA, MB and MN to various organic feed mills and food processors throughout the US and overseas. We are also utilizing GULF ports to import organic food/feed ingredients. Having another class 1 railroad as an option to move product North/South will be advantageous to our current business and provide future opportunities.

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to/from (or that could expand the markets we serve effectively).

And we know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient, and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of organic grain moving between Canada/Upper Midwest and MO, AR, KS region.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Sunrise Foods is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Sunrise Foods urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I __Michael Corbett_____, declare under penalty of perjury, under the laws of the United States, that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on _March 29, 2021_____.



Michael Corbett



March 26, 2021

ATTENTION: Surface Transportation Board

My name is Ronald Tepper with a business address of 55 Commerce Valley Drive West, Suite 220, Thornhill, Ontario, Canada. I am the owner and President & CEO of Tepper Holdings Inc. ("THI"). In my role, I am responsible for developing the vision and strategy for the company in consultation with our advisory board, growing the value of the company, providing the final decision for high-level business changes, and managing the relationship with our major finance and business partners.

THI, through its ownership of the Fastfrate Group of Companies has had a long-standing partnership with CP that now spans decades. The Companies under this group include Consolidated Fastfrate, Fastfrate Integrated Logistics, Canada Drayage, Bestway Cartage and ASL Distribution Services. THI also owns freight terminals for The Fastfrate Group's use that are adjacent to or near CP's intermodal yards throughout Canada.

THI supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. THI has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

The Fastfrate Group ships consumer packaged goods, electronic products, and other raw materials for customers located in central Canada and the United States to western Canada and overseas. In 2020, The Fastfrate Group moved over 28,000 marine containers through the CP network of railway.

CP has provided our Companies with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to, or that could expand the markets we serve effectively.

And we know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our cross-border shipments.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico, and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, THl is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. Fastfrate urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated, and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Ron Tepper, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 26, 2021.



_____[Signature]
Ronald Tepper



TERNIUM MÉXICO, S.A. DE C.V.
Ave. Universidad 992
Col. Cuauhtémoc
San Nicolás de los Garza, N.L.
C.P. 66450
Tel. (81) 8865 2828

STB Finance Docket No. 36500
CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Adrián Estrada Montemayor and my business address is Ave. Universidad 992, Col. Cuauhtémoc, San Nicolás de los Garza, N.L., C.P. 66450. I am General Counsel and Institutional Affairs Director of Ternium México, S.A. de C.V. ("Ternium").

I am writing this letter on behalf of Ternium in support of the CP/KCS combination, trusting the transaction would enhance the railway service across the North American region to the benefit of rail customers and other stakeholders.

As one of the largest railway service users in Mexico, Ternium has a long-standing strategic commercial relationship with Kansas City Southern México, S.A. de C.V. ("KCSM"); by using railway infrastructure, Ternium ships: (i) slabs from Port of Brownsville and Lázaro Cárdenas to our industrial facilities, scrap and direct reduced iron (DRI) to our facilities in Nuevo León and Puebla; and (ii) all kinds of steel products from our industrial facilities primarily in Mexico to serve our customers in the region. With KCSM's railway service, a large part of our relevant manufacturing footprint is covered.

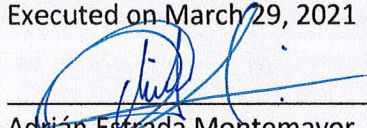
We trust this transaction will allow a combined CPKC to provide new, more efficient and reliable rail service options, and we are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

Given the foregoing, Ternium is voicing strong support for the combination of CP and KCS, because we trust that the transaction will enhance competition, provide expanded options and drive economic benefits and efficiencies for customers and stakeholders.

VERIFICATION

I Adrián Estrada Montemayor, declare under penalty of perjury under the laws of the United States, that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 29, 2021


Adrián Estrada Montemayor



713-209-7500

info@texasdeepwater.com

www.texasdeepwater.com

March 30, 2021

ATTENTION: Surface Transportation Board

My name is Josh Ruple and my business address is 811 Main St, Suite 2800, Houston, TX 77002. I am a President of TDWP Partners LLC ("TDWP"). In my role, I am responsible for all business affairs of TDWP. One of its businesses is operating a refined products terminal at Shell Deer Park.

TDWP has long enjoyed good relationships with many railroads, including Kansas City Southern Railway ("KCS"), providing our customers services that often involve rail solutions in the United States and Mexico for various commodities, including refined products. These services require close operational collaboration and/or negotiations with rail carriers. TDWP believes a CP-KCS combination will create a transcontinental railroad with the scale and reach to deliver improved levels of service that will enable us to better serve our customers and communities.

TDWP supports approval of the CP/KCS combination. The transaction will provide benefits that we are eager to see realized.

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – will help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

KCS has provided us with good service, but its respective market reach is limited today, as its lines only go as far north as Kansas City. KCS must interline with other railroads to reach destinations beyond Kansas City to which we ship or into which we may expand.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This should strengthen competition against the other, larger rail carriers and trucks that serve our markets.

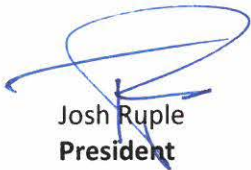
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce equipment costs and improve efficiencies for our customers.

The entirely complementary nature of CP's and KCS's networks – connecting only at Kansas City and not overlapping anywhere – makes it less likely that the transaction will have any significant adverse effects on competition. It should make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, TDWP is voicing its support for the combination of CP and KCS, because it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. TDWP urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Best Regards,



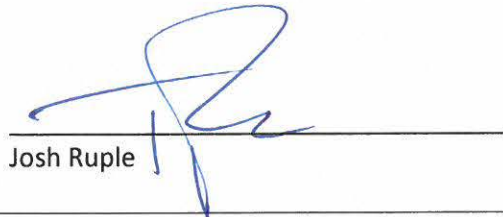
Josh Ruple
President

TDWP Partners LLC

VERIFICATION

I, Josh Ruple, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 30, 2021 [date].



Josh Ruple



STB Finance Docket No. 36500
CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Mark Thomson and my business address is 11715 Tannery Road, Surrey, BC, Canada. I am the President and Partner of The Mountain View Group. In my role, I am responsible for leading all our Canadian and US facilities.

The Mountain View Group is an Industrial Transloading Company primarily shipping forest products, steel, mining supplies, shingles, as well as large project cargo. We are both a receiver of inbound cargo from CP (via our Canadian Operation) and as an outbound loader of cargo with CP to Eastern Canada and the US. Our newest transload facility in TX can receive cargo via the KCS. While we are in no means a large user of CP or the KCS, our experience with CP with regards to rates and services has been excellent. We are very excited about the potential of expanding our business with the new CPKC entity in Canada, the US, and Mexico.

The Mountain View Group supports the approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

I have worked in the Transportation Sector for nearly 30 years in various senior roles. I spent over 20 years with the largest forestry company in Canada – West Fraser – and oversaw all logistics for the company worldwide with a \$700 million dollar budget. I have been very vocal against most of the rail mergers that have been previously proposed as I was extremely concerned about the erosion of competition and options for shippers. This acquisition is one of the first rail proposals where I see a much more beneficial and strategic option for North American shippers. It will create a new, non-overlapping, continental rail option for shippers as well as create increased competition in the marketplace. In addition, the combination of two of the smaller Class I railways will create a more robust and competitive company with the assets and longevity to compete with the larger Class I operators.

As a company leader and owner of a private company, I am constantly looking at growth opportunities. My single facility in Canada operates on a short line with access to CN, CP, BN/UP. Despite having multiple options, we are limited by agreements in place such as the Interstate 5 agreement between BN and UP, as well as geographical and logistical limitations to access certain markets. Our biggest markets are the US West Coast, Southern US, and Mid-West US. Texas is a huge market for us and continues to

grow year after year. Having the ability to ship on a single line from Canada to Texas is extremely valuable to us in having both timely shipment cycles and competitive freight costs.

We are opening our 3rd Texas facility in May of this year. This facility will be able to receive cars via the KCS, BN, and UP. One of the fastest growing areas in the forestry sector is Southern Yellow Pine out of the US South East. This area has the largest available fiber basket in North America and is growing daily as Canadian lumber production has been decreasing. Southern Yellow Pine sales have been migrating more and more Westward and Northward over the years. Over 80% of this market is currently serviced by over the road trucks. Once these shipments exceed a 200-mile radius, rail is by far the most competitive mode of transportation. This lumber market segment is grossly underserved and ripe for a strong rail service provider. The CP-KCS combination will directly serve many of these SE mills reducing truck congestion on the road as well as greatly reduce carbon emissions.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of lumber from Canada to the US as well Southern US origins to Midwest and Southern locations.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. Most of our lumber shipments from Canada to the US and Mexico require two or more interchanges. A single carrier route will eliminate dwell times at junctions as well as expedite shipments and create fewer demurrage issues
- Car cycle times will improve with a single carrier which creates more fluid car days and hence improves overall car supply for shippers.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

As I previously stated, I have historically been very vocal with both Canadian and US Regulatory bodies regarding rail mergers and/or acquisitions. While some previous M&A rail proposals may have provided some service benefits and streamlining, most shippers, like myself, feared the reduction of options and competition far outweighed any potential benefits. Having been through many hearings on rail acquisitions, I feel very comfortable in stating that this combination of railways will actually create more competition and add new service options for shippers. It should meet and exceed the Public Interest criteria.

For these reasons, The Mountain View Group is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. The Mountain View Group urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated, and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Sincerely,

A handwritten signature in black ink, appearing to be 'M. Thomson', with a stylized, flowing script.

Mark Thomson

President and Partner

The Mountain View Group



THUNDER BAY TERMINALS LTD.

P.O. Box 1800, Station "F", Thunder Bay, Ontario P7C 5J7
Tel. (807) 625-7800 Fax (807) 623-5749

ATTENTION: Surface Transportation Board

My name is George Strandberg and my business address is 375 Island Drive, Thunder Bay, Ontario, Canada P7C 5J7. I am the General Manager of Thunder Bay Terminals Ltd. In my role, I am responsible for the daily operation of the Terminal.

Thunder Bay Terminals (TBTL) is a bulk handling facility that transload bulk cargo from railcar to vessel. It is located at the Canadian western end of the Great Lakes/St Lawrence Seaway system. Primary cargos handled are coal and potash but can also handle any dry flowable product. Once loaded to vessel the products are shipped to docks throughout the Great Lakes/St Lawrence Seaway as well as for offshore international destinations. Thunder Bay Terminals has had a 40-year working relationship with CP that has been beneficial to both parties.

Thunder Bay Terminals supports approval of the CP/KCS combination. The transaction has the potential to provide benefits that we are eager to explore.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition. With the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that presently service the transportation market.

We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.



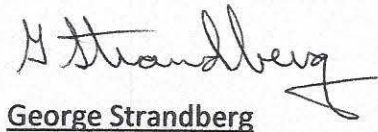
THUNDER BAY TERMINALS LTD.

P.O. Box 1800, Station "F", Thunder Bay, Ontario P7C 5J7
Tel. (807) 625-7800 Fax (807) 623-5749

For these reasons, Thunder Bay Terminals Ltd is voicing strong support for the merger of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Thunder Bay Terminals Ltd urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

Executed on March 29, 2021.


George Strandberg

TIMIRON LLC

20 Stanwix Street
Suite 630
Pittsburgh, PA 15222

March 25th, 2021

ATTENTION: Surface Transportation Board

My name is Timothy Chutz.

My business, TIMIRON LLC, is headquartered at:

20 Stanwix Street

Suite 630

Pittsburgh, PA 15222

I am an owner in and President/Managing Director of TIMIRON LLC. We are more commonly referred to by our trade name, TIMIRON.

In my role I am responsible for all areas of finance, sales & marketing, customer relationships and corporate governance.

TIMIRON has been a long time shipper on both the CPR and KCS systems. My former company, Arrow Material Services, was engaged in construction and operations of rail transloading terminal facilities throughout the USA.

Through our network of terminals across the United States and Canada, we have shipped and trans-loaded literally tens of thousands of carload quantities of liquid, dry bulk and other types of commodities such as:

Frac sand

Crude oil

Condensate

Chemicals and plastics

Iron and steel products

Ferro alloys

Ores

Minerals

Pig iron

Petroleum coke

Foundry coke

Scrap metals

Wood and forest products

Machinery and consumer products

Our relationship with both railroads, independent of one another, has always been excellent, working together to identify areas lacking adequate service either by last mile truck deliveries or lack of water resources and filling that need with construction of trans-loading facilities to fill the gap.

TIMIRON fully supports approval of the CP/KCS combination. This transaction would provide significant benefits that we are eager to immediately actualize.

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we currently serve. The combined CPKCS network with new single line hauls and access to premium ports on the USA 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 strong commitment to safety, human capital and environmental concerns coupled with their individual records of excellent operational performance, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

TIMIRON has not often spoken favorably on railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downside that might result from another round of Class 1 consolidation.

Specifically, our needs to ship crude oil products between the USA, Canada and Mexico will only increase as the North American marketplace consolidates in the face of global competition. We have an immediate need to ship UTICA/Marcellus condensate (diluent) from terminal facilities in Ohio, Pennsylvania and West Virginia to the Canadian tar sands production facilities of Alberta, Canada. This product would be useful as “blend stock” to make possible the return shipments of Canadian heavy bitumen crude oil to markets in the USA and Mexico. Rail transportation is essential to accomplish a long term and efficient North American crude oil products strategy.

Although a volatile commodity driven market, frac sand moves in huge volumes when the markets for drilling and hydro-fracing are economical. It would be our intention to utilize the CPKC network of rail linked terminals from sand mines to wellheads across the North American landscape.

CP and KCS have both provided us excellent service over years past, however, their respective individual market reach is limited today. Both railroads end up having to interline with other railroads in order to reach certain important markets driving up cost and requiring more time in transition from one railroad to another. Single line hauls are always faster, more efficient and far more economical.

We know from repeated and personal experiences that this transaction will facilitate these operational and economical efficiencies immediately.

We are extremely excited about this transaction because it will allow a combined CPKC to provide new and more efficient, reliable and economical rail service options. This will strengthen competition against the other larger rail carriers and motor carriers that serve our markets.

By way of example,

- * CPKC's new single line haul offerings will expand market reach and offer new competitive transportation options for our shipment of diluent from Cadiz Ohio to all crude oil production points in Alberta, Canada.

- * We are particularly excited about the role new CPKC single line routes will play in expanding access to growing markets across the USA, Canada and Mexico under the USMCA trade agreement. It is extremely critical that there be a true USMCA railroad service option.

- * CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. Less time in transit via single line hauls, less time in terminal switch yards and better coordination of train departure and arrival schedules will result in far better equipment utilization and lower car leasing or ownership requirements.

KCS and CP have had a very cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies, they have not been able to offer the kind of seamless, single line haul efficiencies we need from providers of transportation services. The completion of this transaction will immediately and greatly improve our transportation and terminal options.

At the same time, the entirely complimentary nature of the CP and KCS networks connecting only at Kansas City without overlapping anywhere else means that this transaction will have no adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest US Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have plagued some of the past rail mergers.

For these reasons stated above, TIMIRON LLC voices strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customer of all sizes.

TIMIRON LLC urges strongly urges the STB to approve the CP acquisition if the KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this transaction can be realized for the benefit of all customers and stakeholders.

VERIFICATION

I, Timothy Chutz, declare under penalty of perjury, that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on 25 March 2021

Signed: Timothy Chutz

SAFETY FIRST- SUCCESS WILL FOLLOW

March 29th, 2021

Surface Transportation Board
395 E Street
Washington DC

Our names are Brad Eckford and Pino Pucci, business address 3000 28 Street Vernon British Columbia. We are the Manager Transportation and Logistics and VP Sales, Marketing and Logistics of Tolko Marketing and Sales. In our roles, we are responsible for the Sales and Transportation of Forest Products throughout North America and Offshore markets.

Tolko Marketing and Sales is a current customer of both CP Rail and KCS. We ship Forest Products originating in Canada and the US and both Railways provide access to key markets for our products.

Tolko Marketing and Sales supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

Tolko Marketing and Sales ships 25,000 rail cars of products each year and CP Rail provides important transportation needs for our Forest Products Panel and Lumber shipments. The planned CPKC would provide Tolko with direct origin / destination access to Key markets that they cannot currently offer. The direct access would provide greater transparency to shippers and improved transit times due to less Interswitching.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

The entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

For these reasons, Tolko Marketing and Sales is voicing support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Tolko Marketing and Sales urges the STB to approve CP's acquisition of KCS so that these systems can be integrated, and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.



Brad Eckford
Manager Transportation and Logistics
Tolko Marketing and Sales Ltd.



Pino Pucci
VP, Sales, Marketing and Logistics
Tolko Marketing and Sales



THE TOPOCEAN GROUP

-- TOPOCEAN CONSOLIDATION SERVICE

2727 WORKMAN MILL ROAD, CITY OF INDUSTRY, CA 90601-1452

TEL: 562-908-1688 FAX: 562-908-2978 (Main office)

Surface Transportation Board,
395 E Street SW
Washington, DC
20423

Attention: Office of Proceedings

Re: Finance Docket No. 36500, Canadian Pacific Railway Limited, - Control – Kansas City Southern

My name is William Wang, and our business address is 2727 Workman Mill Road, City of Industry, CA 90601. I am the Director of Business Process of Topocean Consolidation Service, Inc. In my role, I am responsible for vendor's compliance, market intel, etc., and provide suggestions to the whole group for business development and safety.

Topocean has been using CP service out of Canada to USA, especially to Chicago. We have enjoyed working with CP in the past years.

Topocean supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Topocean has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

We ship all kinds of goods via Canadian gateway to the U.S. market, and CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to Dallas, even Mexico.

And we know from experience that single-line rail service options are far superior.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKS's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of Home Goods from Asia via Canada to Midwest, Texas, etc.
- We are particularly enthusiastic about the role new CPKS 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.
- CPKS's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. Since booking is going to be made from beginning point to the end, a lot of unnecessary coordination can be avoided to improve the efficiency, and eventually it saves the cost as well.
- It can also provide another alternative when PSW is congested.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This Transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS'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 CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Topocean is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Topocean urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I William Wang, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on Mar. 29, 2021

William Wang

William Wang



ATTENTION: Surface Transportation Board

My name is Steve Smith, and our business address is Suite 1810, 250 - 6th Avenue SW, Calgary, AB T2P 3H7. I am the Chief Operating Officer of Torq Energy Logistics Ltd. ("Torq"). In my role, I am responsible for all operational aspects of our rail terminals and trucking services.

Torq has been a long-time transloading service provider to CP in the movement of various energy commodities outbound/inbound on CP and KCS. The energy commodities that we handle move to/from various areas of North America and having an aligned partner to provide the safest and cost effective service is paramount to our customers.

Torq supports the approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts, as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Torq has not often spoken favourably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

Torq serves as a transload service provider to CP in Western Canada to originate various Canadian energy commodities primarily south to US destinations, as well as receiving commodities at our rail terminals for movement to end destinations in Canada. Torq provides an integrated supply chain with first and last mile trucking of certain of these energy products and sees the benefit of cost-effective solutions resulting from this merger.

Torq ships or receives crude oil, NGL's, frac sand, chemicals and/or refined products from our CP-served facilities in Lloydminster, Instow, Bromhead and Unity, Saskatchewan and Tilley, Alberta to destinations/origins on the East Coast, Midwest, West Coast and Gulf Coast regions.

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively).

And we know from experience (both our own, and that of our competitors who have single-line rail options at their rail terminals) that single-line rail service options are far superior.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example:

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of crude oil, NGL's, frac sand, chemicals and refined products from 2022 and beyond.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce supply chain costs and improve our efficiency. By providing our customers with single-line haul service from origin to destination at competitive rates, we are able to commit capital to infrastructure at our rail terminals that increases the volume of business that can benefit CPKC and end customers.
- The most cost-effective supply chain will benefit customers and end users. Creating competition to other single-line options for our customers will benefit trade and commerce while at the same time allowing for the most efficient means of transport for the commodities that we handle.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers. This merger truly provides a marriage between two parties without conflict given the minimal overlap of their networks.

For these reasons, Torq is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Torq urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

Executed on March 30, 2021.



Steve Smith



STB Finance Docket No. 36500 CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Dave Taylor and my business address is 16711 Voie de Service N, Kirkland, QC H9H 3L1. I am CEO of Traffic Tech Inc. and affiliates. In my role, I am responsible for overseeing the affairs of the company, making major corporate decisions, managing overall operations and act as point of liaison between the owner of the company and the board of directors.

CP and KCS are both direct and indirect suppliers of Traffic Tech and assist in transporting the various goods of its clients throughout Canada and the United States. Traffic Tech has a long-standing relationship with CP/KCS and supports the merger of CP and KCS to better service its customers.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. In the last 12 months Traffic Tech has moved over 800 shipments with CP and would provide its clients with additional intermodal opportunities with the merger of CP and KCS. Recently an employee mentioned past challenges on converting on Mexico bids but the benefits of the merger will better Traffic Tech's chances in the future.

Furthermore, this merger will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments.

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

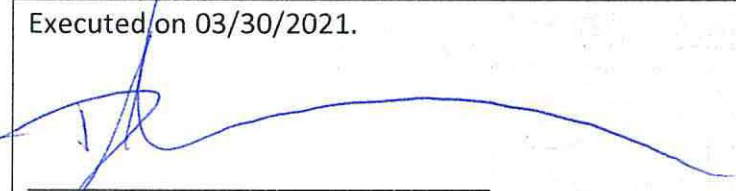
KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Traffic Tech Inc is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Traffic Tech Inc urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Executed on 03/30/2021.



Dave Taylor
CEO
Traffic Tech Inc



My name is Steve Taylor and my business address is 400 Longwood Rd South in Hamilton, Ontario Canada. I am Vice President of Transcare Logistics Corporation, I am responsible for streamlining operations covering all of our locations across Ontario and Quebec and to ensure customers are getting an uninterrupted service on every product we receive as well as ship on behalf of our customers.

Transcare is a 3rd party transloading company that receives multiple commodities from all over North America. These products include granulated plastic in bulk cars, drywall, canola oil and multiple steel products just to name a few. We rely on punctual, reliable rail service to provide our customers 1st and final mile services. We have grown our customer base over time and the biggest lane we serve is a CP / KCS lane between different points in Texas and our Hamilton Ontario facility. We have relied directly with CP for our rail service but with this merger we will be able to provide increased customer service with greater visibility and a synergy in services between CP and KCS .

Transcare Logistics Corporation supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Transcare has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.



We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKS's new single-line haul offerings will expand market reach and offer new competitive transportation options for our customers products from 2021 and beyond.
- We are particularly enthusiastic about the role new CPKS 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.
- CPKS's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency by streamlining the process with more visibility and precision railroading.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This Transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS'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 CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Transcare Logistics Corporation is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Transcare urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.



VERIFICATION

I Steve Taylor, declare under penalty of perjury under the laws of the Canada that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 29, 2021.

A handwritten signature in black ink, appearing to read "Steve Taylor", is written over a light gray background.

Steve Taylor
Vice President
Transcare Logistics Corporation
300 Longwood Rd South
Hamilton Ontario, Canada
L8P 4Z3
905-518-5870



March 23rd 2021

Attention: Surface transportation board

To whom it may concern,

My name is Jacques Boileau and I am the president of Transport Procal which office address is 13240 rue Turcot in Mirabel, PQ J7J 1C7. We, as a transport logistic specialist, offers to our customers a trouble-free service for their needs in buying commodities from different areas in Canada and North Western US States.

We have been offering Intermodal services to our customers for the past 20 years mainly using as a partner CP rail for their efficiency in transit time, their availability of equipment and the sales and marketing support.

We look after the coordination of every loads that we are given by our customers from the day the product is ready to ship until it's delivered to their facility. On a yearly basis we do on average 100 loads per week with retail box fruits and vegetable for wholesalers and food chains as well as fruit loads for transformers. The partnership that we have establish with CP Rail have allowed us to be the main user of refrigerated containers from Western Canada going East.

We feel that the transaction announced from CP Rail to merge with Kansas City operation will allow us to perhaps offer our customers an Intermodal service from Southern States going into the Toronto and Montreal Canada's market knowing that most of our customers orders commodities from these areas.

As an officer of Transport Procal I support and anticipate a benefit for our operation going forward.

A handwritten signature in black ink, appearing to read "Jacques Boileau", with a long horizontal flourish extending to the right.

Jacques Boileau
President
Transport Procal



www.tslworldwide.com
GST#84578 9734 RT0001

A proud member of WCA (World Cargo Alliance)
Saskatchewan British Columbia Ontario Quebec

Transport Services & Logistics Canada Ltd.

201 Robin Crescent
Saskatoon, SK
S7L 6M8 Canada
T: 306 955 7144 F: 306 955 7145

3757 Jacombs Rd, Unit#120
Richmond, British Columbia
V6V 2R3 Canada
T: 604 370 1713 F: 604 370 715

ATTENTION: Surface Transportation Board

My name is Craig Bailey, and my business address is 201 Robin Crescent, Saskatoon, SK., S7L 6M8. I am CEO & Shareholder of Transport Services and Logistics Canada Ltd., In my role, I am responsible for company direction, business growth, and mentorship.

Transport Services and Logistics Canada Ltd., has been a long term partner of CP Rail. We utilize CP's Intermodal Service for 100% of our rail logistic needs. The customers we serve have a broad range of products, from food, automotive parts, and wood. Our relationship with CP has allowed for growth over the years and we continue to value their partnership.

Transport Services and Logistics Canada Ltd., supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Transport Services and Logistics Canada Ltd., has never spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

We see this consolidation between CP and KCS as an opportunity to grow our cross border rail offering, in addition, we can provide our clients with a seamless connection to grow their product reach. Transport Services and Logistics Canada Ltd., also provides global logistics for numerous clients, we see this consolidation as another opportunity to grow our clients export reach having direct access to various ports seamlessly.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments / clients
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.



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GST#84578 9734 RT0001

A proud member of WCA (World Cargo Alliance)
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V6V 2R3 Canada
T: 604 370 1713 F: 604 370 715

- Providing customs with a platform to extend reach, grow customer base in a seamless way is exciting and critical for growth. The ability to reach new markets based on a single platform, reducing costs and delays in the supply chain is of utmost importance for our clients.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Transport Services and Logistics Canada Ltd., is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Transport Services and Logistics Canada Ltd. urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I C. Bailey, state under penalty of perjury [“under the laws of the United States,” if executed outside of the United States] that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 29th, 2021

Craig Bailey [Signature]

Tuscarora Grain Co., LLC

P.O. Box 319
Mohrsville, PA 19541



TUSCARORA GRAIN CO., LLC SHIPPER SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is Chris Johnson, and I am the Co-Founder of Tuscarora Grain Co., LLC (TGC) in Mohrsville PA. I am responsible for overall operations of our grain and rail operations.

TGC ships North American grown Organic and Non-GMO grain to the east coast on the Canada Pacific Railway. TGC has been working with the CP for the last 5 years. I have personally had a business relationship with the CP for 15 years.

TGC supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. TGC sees this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

TGC ships grain a few US and Canada CP-served facilities (Iowa, Minnesota, WI, SK, AB) to our rail facility in east-central PA. CP has provided us with good service, but its market reach into the breadbasket of the US is sparsely limited as its lines only go as far south as Kansas City. We are excited about the opportunities to be able to originate US organically grown grain from NE & KS and shipping east.

TGC knows 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. TGC is serviced by more than one Class I. TGC chooses to do most of their rail business with the CP due to the great customer service and willingness to work with a small family-owned company such as ours.

Tuscarora Grain Co., LLC

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient, and reliable rail service options. This will vastly strengthen CP to better compete against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of organic grain.
- We are enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- President of Mexico recently announced the banning use of certain popular herbicides as well as the use of GMO's. This will greatly assist our business in purchasing from a large supplier such as Mexica of organic and Non-GMO grain being grown in a climate conducive to long growth season. Quality of grain should be very good.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

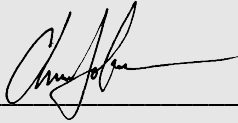
At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all their other existing interline partners.

I have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, TGC is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. TGC strongly urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated, and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I, Chris Johnson, declare verify under penalty of perjury 'under the laws of the United States, that the foregoing is true and correct. Furthermore, I certify that I am qualified and authorized to submit this letter.



[Signature]

Executed on 3/29/2021.

Chris Johnson

[Print]

Drummondville, March 25th, 2021

STB Finance Docket No. 36500 CP-KCS Proposed Combination

Letter presented to:

Surface Transportation Board

Object: Support letter - Project CP-KCS

My name is Patrick Turcotte, I am the president of TYT Group Inc. with the head quarters located at 675 Lemire Boulevard West, Drummondville, Quebec, J2B 8A9. I am President of one of the largest multimodal, logistics companies in Quebec.

TYT Group is operating a network of railed warehouse transload in Quebec which one is located in CP facility in Cote-Saint-Luc. The transload terminal offers logistics solutions to customers in key urban centres along the east coast. This project enhances our footprint in the Montreal area by building capacity and expanding our ability to provide customers with value beyond rail, through trucking and transload. We can say that over the years we have develop a great business relationship between CP and TYT.

Group TYT supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Group TYT has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

Group TYT is looking to be a one-stop access to offer the best transportation and logistic solutions to our customers. We are stretching the limits to become a leader in transportation, warehousing, and distribution services. We do that in collaboration with a few partners and one of the majors is Canadian Pacific.

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively).

And we know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior.]

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient, and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Group TYT is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. Group TYT urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated, and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Patrick Turcotte, declare under penalty of perjury under the laws of Quebec, that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on Thursday, March 25th, 2021.

CP-KCS



Patrick Turcotte, President



12575 Uline Drive · Pleasant Prairie, WI 53158

PHONE (262) 612-4200 · WEB uline.com

STB Finance Docket No. 36500
CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

Angelo Ventrone, Vice President, Logistics
ULINE
12575 ULINE Drive
Pleasant Prairie, WI 53158

My name is Angelo Ventrone and our business address is 12575 ULINE Drive, Pleasant Prairie, Wisconsin. I am the Vice President of Logistics at ULINE. In my role, I am responsible for all ULINE's logistics operations.

ULINE is working with CP on a multitude of opportunities to service our Customers with a world-class supply chain. We are engaged on intermodal movements from Chicago, IL to Edmonton, Alberta and are looking to expand based on the capacity, service, and growth we can jointly accomplish.

ULINE supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options to meet the demands of our business and supply chain. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments to and from Mexico from Pleasant Prairie, WI and into Canada.



12575 Uline Drive • Pleasant Prairie, WI 53158

PHONE (262) 612-4200 • WEB uline.com

- Connecting the 3 Countries, excites ULINE as the new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve competition, transit times and reliability, which will reduce the time our goods are in transit, improve our efficiency and help get our goods into the hands of our Customers, driving the economy forward.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, ULINE is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. ULINE urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated, and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Angelo Ventrone, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on 3/26/2021

A handwritten signature in dark ink, appearing to read "Angelo Ventrone", is written over a horizontal line.



ATTENTION: Surface Transportation Board

RE: STB Finance Docket No. 36500, CP-KCS Proposed Combination

My name is Luke Vander Aarde and my business address is 730 2nd Avenue South, Suite 700, Minneapolis, MN 55402. I am a Senior Grain Merchandiser of US Commodities, LLC. In my role, I am responsible for buying and selling grain and managing the logistics and transportation of grain.

US Commodities is satisfied with its current business with the CP and looks forward to growing with the KCS after the merger.

US Commodities supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of corn.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.
- CPKC will be a good combination of railroads as the CP has the origins and the KCS has relevant destinations. Now we can have through rates to new destinations.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

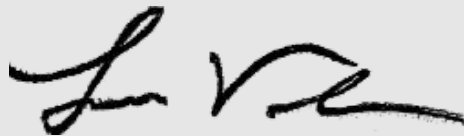
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, US Commodities is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. US Commodities urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I, Luke Vander Aarde, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on 3/24/2021

A handwritten signature in black ink, appearing to read 'L Vander Aarde', written over a horizontal line.

Luke Vander Aarde



March 30, 2021

ATTENTION: Surface Transportation Board

My name is Brad Sanders and my business address is 811 Main St, Suite 2800, Houston, TX 77002. I am Executive Vice President, Chief Commercial Officer of USD Group LLC ("USDG"). In my role, I am responsible for developing the commercial strategies and the proper execution of them for USDG and its affiliated businesses.

USDG has long enjoyed good relationships with many railroads, including Canadian Pacific Railway ("CP") and Kansas City Southern Railway ("KCS"), providing our customers services that often involve rail solutions for various commodities across North America. These services require close operational collaboration and/or negotiations with rail carriers. USDG believes a CP-KCS combination will create a transcontinental railroad with the scale and reach to deliver improved levels of service that will enable us to better serve our customers and communities.

USDG supports approval of the CP/KCS combination. The transaction will provide benefits that we are eager to see realized.

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – will help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

CP and KCS have both provided us with good service, but their respective market reaches are limited today, as CP's lines only go as far south as Kansas City and KCS's only as far north as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City to which we ship or into which we may expand.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This should strengthen competition against the other, larger rail carriers and trucks that serve our markets.

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce equipment costs and improve efficiencies for our customers.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless,

single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS's networks – connecting only at Kansas City and not overlapping anywhere – makes it less likely that the transaction will have any significant adverse effects on competition. It should make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, USDG is voicing its support for the combination of CP and KCS, because it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. USDG urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Best Regards,

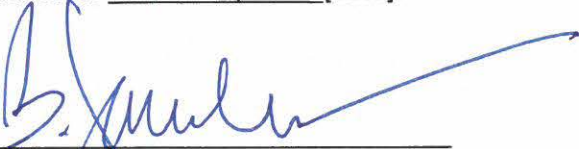


Brad Sanders
Executive Vice President, Chief Commercial Officer

VERIFICATION

I, Brad Sanders, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 30, 2021 [date].



Brad Sanders



USD Terminals Canada

March 30, 2021

ATTENTION: Surface Transportation Board

My name is Jim Albertson and my business address is USD Terminals Canada, Suite 1960, 440 – 2nd Ave. S.W., Calgary, AB / T2P5E9. I am Senior VP, Canadian Business Unit, USD Group LLC (“USDG”). In my role, I am responsible for developing the commercial strategies and the proper execution of them for USDG’s Canadian businesses.

USDG has long enjoyed good relationships with many railroads, including Canadian Pacific Railway (“CP”) and, more recently, Kansas City Southern Railway (“KCS”), providing our customers services that involve rail solutions primarily for Dilbit and DRUbit™ (diluted bitumen and bitumen, respectively) in the United States and Canada. These services require close operational collaboration and/or negotiations with rail carriers. USDG believes a CP-KCS combination will create a transcontinental railroad with the scale and reach to deliver improved levels of service that will enable us to better serve our customers and communities.

USDG supports approval of the CP/KCS combination. The transaction will provide benefits that we are eager to see realized.

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – will help us reach our existing markets and new markets more efficiently. And, with the two railroads’ strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

CP provides us with good service, but its market reach is limited today, as CP’s lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City to which we ship or into which we may expand.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This should strengthen competition against the other, larger rail carriers and trucks that serve our markets.

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC’s new service offerings will improve transit times and reliability, which will reduce equipment costs and improve efficiencies for our customers.

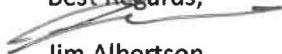
KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS's networks – connecting only at Kansas City and not overlapping anywhere – makes it less likely that the transaction will have any significant adverse effects on competition. It should make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, USDG is voicing its support for the combination of CP and KCS, because it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. USDG urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Best Regards,


Jim Albertson

Senior VP, Canadian Business Unit,
USD Group / USD Terminals Canada

VERIFICATION

I, Jim Albertson, declare [or certify, verify, or state] under penalty of perjury [“under the laws of the United States,” if executed outside of the United States] that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 30, 2021 [date].


Jim Albertson



SARTIGAN

The Strip Specialist

STB Finance Docket No. 36500
CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Louise Fluet And my business address is 888 Route de Shenley Est, St-Honoré-de-Shenley, QC G0M 1V0, Canada. I am Controller of Usine Sartigan Inc. In my role, I am responsible for to negotiate the price of insurance, transport, manage the administrative department, finance investment projects, obtain subsidies.

Usine Sartigan Inc. specializes in the manufacturing of various wood components, primarily for the construction industry. CP is our preferred partner and rail service provider. We ship our finished products with CP (via the QGRY) from Quebec, QC to various destinations in the U.S. Mid West and the South East. Our customers are large home center retailers such as Lowe's company and Home Dépôt who are very transit time sensitive and demand high levels of service.

The consistent and reliable service of CP allow us to meet the requirements of our customers and extend our reach into the U.S. market. We directly benefit from the value of CP's service, which is demonstrated by competitive rates, breadth of the network, fast transit times and industry leading safety practices.

Usine Sartigan Inc. supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Usine Sartigan Inc. has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

We ship Lumber and wood products from Quebec City, QC to our customers in the U.S. Mid West and the South East. CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. While our business might not be directly impacted by the merger due to the location of our current customers, we believe the proposed transaction will provide increased competition, market access and greater choices for shippers.

And we know from experience both our own, and that of our competitors who have single-line rail options at their origins that single-line rail service options are far superior.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options to destinations that are currently beyond our reach.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- As Usine Sartigan Inc. promotes environmental sustainability, we are excited that in addition to providing new competition against other railroads, the new single-line routes made possible by the transaction are expected to shift trucks off crowded U.S. highways, yielding reduced highway traffic and lower carbon emissions.

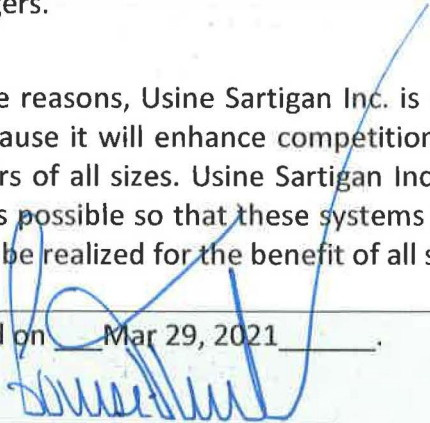
KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Usine Sartigan Inc. is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Usine Sartigan Inc. urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Executed on Mar 29, 2021.



Louise Fluet, Contrtoller



STB Finance Docket No. 36500
CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Francisco Javier Vera Lima, and my business address is Calle Manuel Gomez Morin 3870, Interior 603, Piso 4, Colonia Centro Sur, Queretaro, Qro. I am the President & CEO of the Board of V Modal Mexicana, Sociedad Civil.

V Modal Mexicana is a company created in 2010 to provide excellent logistics coordination services, combining rail, road and maritime transportation. We strive to provide efficient transportation in the supply chain of our customers, with a "Friendly with the Environment" focus on reducing the carbon footprint and road congestion on highways and main cities, as well as on reducing the insecurity of road routes in the door-to-door services that we provide.

V Modal Mexicana has been working for long time with KCS to increase movements between Mexico City and Salinas Victoria through the Intra-Mexico Service, which connects the industrial zone of the State of Nuevo Leon and the border area of Laredo, TX with Mexico City and the industrial cities of surrounding states.

Additionally, V Modal Mexicana and KCS have been working together to connect the ports of Lazaro Cardenas, Veracruz, and Tampico/Altamira with the industrial zones of Mexico City, Bajio, San Luis Potosi, Guadalajara, Monterrey and surrounding states.

V Modal Mexicana supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. V Modal Mexicana has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

As mentioned before, the commercial relationship we have with KCS is great and at present, we are working together to develop a boxcar movement from Monterrey to Ontario over the CPR, including the Cross-Dock operation at Henry Warehousing facility in Weston, ON.

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that our customers ship to and from.

And we know from experience that single-line rail service options are far superior.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

VMODAL MEXICANA S.C.

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vmodal@vmodal.mx

Tel: +52 (442) 209 9600

Manuel Gomez Morin No. 3870
Piso 4, Oficina 603, Centro Sur
Queretaro, Qro.



- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce, for sure, transportation costs, and improve efficiency and the safety conditions of cargo.

In addition, CPKC's low pollutant emissions will benefit the environment.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without service disruptions.

For these reasons, V Modal Mexicana is voicing strong support for the combination of CP and KCS because it will enhance competition, provide expanded options and drive efficiencies for

customers of all sizes. V Modal Mexicana urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated, and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Francisco Javier Vera Lima, President & CEO of the Board of V Modal Mexicana, Sociedad Civil, declare under penalty of perjury and under the laws of the United States, that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter. Executed on March 24th, 2021.

V Modal Mexicana, Sociedad Civil
Francisco Javier Vera Lima
President & CEO



March 29th., 2021.

SURFACE TRANSPORTATION BOARD SHIPPER SUPPORT LETTER

To whom it may concern:

My name is Francisco Javier Vera Lima, and my business address is Calle Manuel Gomez Morin 3870, Interior 603, Piso 4, Colonia Centro Sur, Queretaro, Qro. I am the President & CEO of the Board of V Modal Mexicana, Sociedad Civil.

V Modal Mexicana, is a company created in 2010 to provide excellent Logistics Coordination services, combining rail, road and maritime transportation, through the Intermodal service and the General Cargo in railroad, making efficient the cost of transportation in the supply chain of the companies and our customers, with a "Friendly with the Environment" proposal, reducing the carbon footprint, road congestion on highways and main cities, as well as the insecurity on road routes in the Door to Door services that we provide.

V Modal Mexicana has been working for long time with KCS to increase movements between Mexico City and Salinas Victoria thru the Intra-Mexico Service, connecting the industrial zone of the State of Nuevo Leon and the border area of Laredo, TX with Mexico City and the industrial cities of surrounding states.

V Modal Mexicana and KCS, have been working together to connect the ports of Lazaro Cardenas, Veracruz, and Tampico/Altamira with the industrial zones of Mexico City, Bajio, San Luis Potosi, Guadalajara, Monterrey and surrounding states.

The commercial relationship that we have with the KCS and the CP has allowed V Modal to work in the analysis of a boxcar movement from Monterrey to Ontario, including a Cross-Dock operation at Henry Warehousing facility in Weston, ON, which could be developed in the short term.

V Modal Mexicana has been requested to support the approval of the CP/KCS combination and for our perspective, the transaction promises to provide improved

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vmodal.mx
vmodal@vmodal.mx

TEL: +52 (442) 209 9600

Manuel Gomez Morin No. 3870
Piso 4, Colonia Centro Sur
Queretaro, Qro.



service options and invigorate transportation competition in the markets we serve. The combined CPKC network –with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets– would help us reach our existing markets and new markets more efficiently. And, with the two railroads’ strong focus on safety and their track record of operational excellence, we have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

Even though V Modal Mexicana has not often spoken about railroad consolidation, we believe that this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation. We are sure that this transaction would provide significant benefits that we are eager to see realized as soon as possible.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. We know from experience, that single-line rail service options are far superior and we believe that this unique rail service will strength competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC’s new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC’s new service offerings will improve transit times and reliability, which will reduce, for sure, our transportation costs, improve our efficiency and the safety conditions of cargo.
- CPKC’s green logistics with low pollutant emissions in benefit of the environment.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.



We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers, like the one that affected Transportacion Ferroviaria Mexicana (TFM) in the beginning of its operations during the Concession of the Northeast Railroad of Ferrocarriles Nacionales de Mexico (FNM).

For these reasons, V Modal Mexicana is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. V Modal Mexicana urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated, and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

I Francisco Javier Vera Lima, President & CEO of the Board of V Modal Mexicana, Sociedad Civil, declare under penalty of perjury and under the laws of the United States, that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 29th, 2021.



V Modal Mexicana, Sociedad Civil
Francisco Javier Vera Lima
President & CEO



VAN-KAM Freightways Ltd.
10155 Grace Road
Surrey, BC V3V-3V7

STB Finance Docket No. 36500
CP-KCS Proposed Combination

To Whom It May Concern:

I am providing written support for the combination of Canadian Pacific Railway (CP) and Kansas City Southern (KCS). I believe this combination of railroads will benefit not only VanKam Freightways Ltd by creating more effective supply chains across the North American. This transaction will open up new opportunities and new markets for businesses by leveraging this much needed supply chain resource. Currently VanKam Freightways Ltd and CP partner together to move Intermodal traffic into Western Canada and the Southwest United States. CP is a line haul carrier that is transporting various commodities and VanKam Freightways Ltd handles the first or final mile drayage component. VanKam Freightways Ltd & CP partnership is strategic and both companies collaborate to create better and more environmentally sustainable supply chains to service the demand of the North American marketplace.

VanKam Freightways Ltd is thrilled about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. We are particularly enthusiastic about the role new CPKC single-line routes

will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option. This transaction will aid in reducing carbon emission by creating a competitive alternative to Over-the-Road that is considerably more sustainable for the environment.

VanKam Freightways Ltd urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all shippers across the USA, Mexico and Canada.

Sincerely,

A handwritten signature in black ink, appearing to read 'D. Power', with a long horizontal stroke extending to the right.

Derek Power

National Account Director

STB Finance Docket No. 36500 CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Robert Champagne and my business address is 7659 Bramalea Road, Brampton, ON. I am Vice President of Vision Transportation Systems Inc. In my role, I am responsible for Vision Transportation's intermodal operations and business development.

Vision Transportation is one of CP's largest retail customer utilizing its assets and DRP program through their relationships with the shipping lines. CP is a vital partner supplying equipment and services for Vision's Expedited Intermodal LTL service to Western Canada.

For this Vision Transportation supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Vision Transportation sees this transaction beneficial.

Vision Transportation is a Canadian based 3PL that offers services such LTL and FTL North American trucking and warehouse services to go along side its intermodal North American services. Our mix of customers include automotive, machine parts, packaging, and other parts and finished goods. Vision specializes converting over-the-road freight to intermodal. Our operations are set up in such a way to service our customers as most trucking firms.

We find this transaction to be crucial to add capacity for our customers who either ship to or need capacity out of Mexico. We often have requests for export capacity from Mexico, but the network is beyond capacity. We would now have a better option for our customers.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the

kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Vision Transportation is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Vision Transportation urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Executed on March 29th, 2021



Robert Champagne

Dean McQueen
Vice President of Merchandising and Transportation
Viterra Canada Inc.
2625 Victoria Ave
Regina, Saskatchewan, Canada, S4T 7T9

March 25 2021

ATTENTION: Surface Transportation Board

My name is Dean McQueen and my business address is 2625 Victoria Ave, Regina, Saskatchewan, Canada, S4T 7T9. I am Vice President of Merchandising and Transportation for Viterra Canada Inc. In my role, I am responsible for all North American grain merchandising and transportation.

Viterra Canada Inc is a large customer of CP Rail shipping in excess of 70,000 railcars with a total freight spend of over \$225 million annually. We have experienced annual growth with CP Rail for the past several years.

Viterra supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. Furthermore, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

Viterra's transportation needs with CP rail are very diversified across exports, domestic milling, and processing of specialty crops and oilseeds. Our grain and processing originations are spread across western Canada and the northern USA. Destination reach at competitive values is key to provide diversified market opportunities for our farm customers.

Certain domestic markets have been a challenge on CP over the years, especially



markets over Chicago, export gulf destinations, and routing into key markets in Mexico.

Viterra believes this merger will open further market opportunities through competitive rate structures and enhance competition to certain captive markets currently held by other class one railways.

As we know from experience, (both our own, and that of our competitors who have single-line rail options at their origins) single-line rail service options are far superior for both public and private fleets.

We are very excited about the transaction and believe it will allow a combined CPKC to provide new, efficient, and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of Oilseeds, specialty crops, and milling wheats from Western Canada and the Northern USA to the Gulf export markets, end users south of CP's current reach, and key markets in Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico, and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

CP-KCS joint routes are among our transportation options, but as separate company's they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We are impressed with the focus and attention of CP and KCS towards safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I



railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Viterra Canada Inc is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. Viterra urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated, and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Yours sincerely



Dean McQueen

VP, Grain Merchandising and Transportation

Viterra Canada Inc

March 25 2021





**Vogelsberg Trucking Inc.
2989 1st Avenue NW
Faribault, MN 55021
507-339-6969**

To Whom it may concern;

My name is Paul Pickering and my business address is 2989 1st Avenue NW Faribault, MN 55021. I am President of Vogelsberg Trucking Inc.

Vogelsberg Trucking Inc. supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promise to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network with new single-line hauls and access to premier ports on the U.S. Gulf. Atlantic and Pacific coasts as well as th 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 the CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

With the new capabilities of the CPKC all of the business we shy away from because of trucking issues and the Mexican border will now turn into rail business the will open countless doors for our company.

The merger will also help us attract new and renew current business between Minnesota and Texas as well as other points in the US. With th UP Now having to compete with the CP, we should see better amd more competitive pricing. This pricing could open many doors and drive our transloading facilities and help our short haul, first mile, last mile trucking.

KCS and CP have had a cooperative relationship in the past, and CP KCS joint routes are among our transportation options, but as separate companies they have not been able to offer

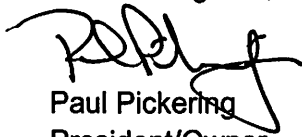
the kind of seamless single line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS networks connecting only at Kansas City and not overlapping anywhere means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness, given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest US Class I railroads, we are confident that they will be able to implement their transaction without the service of disruptions that have accompanied some past rail mergers

For these reasons, Vogelsberg Trucking Inc. is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Vogelsberg Trucking Inc. urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefit of this deal can be realized for the benefit of all stakeholders.

Kindest Regards,

A handwritten signature in black ink, appearing to read 'Paul Pickering', with a stylized flourish at the end.

Paul Pickering
President/Owner

Vogelsberg Trucking Inc.



STB Finance Docket No. 36500 CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

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 Inc supports the approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Volume Freight sees this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

Volume Freight currently loads boxcars and hoppers cars in Winnipeg MB with Agricultural commodities destined throughout the US and for furtherance into Mexico. Having CP 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.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of Agricultural products from Canada to the US and Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

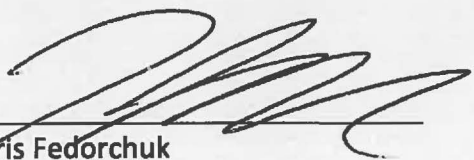
KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Volume Freight is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Volume Freight urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Executed on March 29, 2021



Chris Fedorchuk



ATTENTION: Surface Transportation Board

My name is Chris Chivilo and my business address is 4923 50 St, Innisfail, AB T4G 1T1. I am President and CEO of 1309497 Alberta Ltd. o/a W.A. Grain & Pulse Solutions.

W.A. Grain & Pulse Solutions is a grain exporter who utilizes CP's hopper-car and intermodal programs to ship grain and pulse products from inland Canadian facilities to a variety of domestic and export destinations. We have been a satisfied customer of CP's for several years.

W.A. Grain & Pulse Solutions supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. Also, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. W.A. Grain & Pulse Solutions has not often spoken favorably about railroad consolidation but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

We ship grain from our CP-served facilities in Vanguard, SK; Ponteix, SK; Pambrun, SK; Bowden, AB to our customers around the world.

CP has provided us with good service, but its market reach is limited today as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to or that could expand the markets we serve effectively.

We know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example;

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of grain products from Bowden, AB to the southern United States.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada



W.A. GRAIN & PULSE SOLUTIONS

under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, W.A. Grain and Pulse Solutions is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. W.A. Grain and Pulse Solutions urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Chris Chivilo, 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 03/29/2021

Chris Chivilo



PO Box 41153, Port Coquitlam, BC V3C 5Z9

ATTENTION: Surface Transportation Board

My name is Wayne Robins and my business address is 2671 Fortress Drive Port Coquitlam BC V3C 6E3. I am President of W. Robins Consulting Ltd. In my role, I am responsible for Brokering and Freight Forwarding of customer goods throughout North America.

W. Robins Consulting Ltd is reliant on CP Railway and the KCS to meet our customer requirements and assist in establishing new markets throughout the US and Canada.

W. Robins consulting Ltd. supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. W. Robins Consulting Ltd. has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

W. Robins Consulting Ltd. ship forest products, industrial materials, bulk products, etc. between British Columbia and the South West United States by various modes of transportation.

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively).

We know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of forest products from British Columbia to CPKC serviced states, and Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.
- As single line carrier CPKC efficiencies will improve railcar availability and provide a more competitive advantage to better serve our customers.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

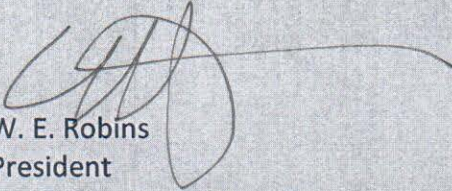
At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers such as the SP and UP merger.

For these reasons, W. Robins Consulting Ltd. is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. W. Robins Consulting Ltd. urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

I Wayne Robins, verify that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 29, 2021.



W. E. Robins
President
W. Robins Consulting Ltd.

ATTENTION: Surface Transportation Board

My name is Roberto Amato and my business address is 111 Rayette Road, Concord, ON L4K 2E2. I am the Director, Logistics & Fleet Management at Welded Tube of Canada. In my role, I am responsible for logistics and fleet operations.

Welded Tube of Canada is a shipper that uses CPRS in Canada to transport metal tube/pipe into Western Canada. The satisfaction from the service being provide from CRPS is sufficient, but there is a lack of service offering into the southern parts of the USA from our Canadian shipping points.

Welded Tube of Canada supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Welded Tube of Canada sees this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

Welded Tube ships tube/pipe across North America. We ship rail car units, as well as inter-modal.

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively).

And we know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of _2500_ for the year 2020.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

- The CPKC new single-line haul offering will allow us expand our intermodal shipping opportunities further south, providing us with a presumed freight advantage.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies, they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

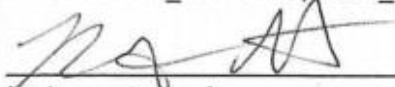
Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions.

For these reasons, Welded Tube of Canada is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Welded Tube of Canada urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Roberto Amato, declare under penalty of perjury ["under the laws of the United States," if executed outside of the United States] that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 29, 2021

 [Signature]
[Roberto Amato]



Western Asphalt Products
65 Limestone Road East
Brandon, Manitoba
R7A 7L5
204-735-9538

**STB Finance Docket No. 36500
CP-KCS Proposed Combination**

ATTENTION: Surface Transportation Board

My name is Dean Arnill and my business address is 65 Limestone Road East, Brandon, Manitoba. I am President of Western Asphalt Products. In my role, I am responsible for managing and overseeing all facets of the business from estimating, raw material purchases to business development.

Western Asphalt Products is thrilled with the CP Merger with KCS. Western Asphalt receives various commodities at our terminal including, steel coil, rebar, fertilizer, latex, emulsifiers, lumber, asphalt, refined products including drilling fluids. We have had a strong relationship with CP exploring new opportunities and adding value to third party supply chains.

Western Asphalt supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Western Asphalt has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

Currently with CP with ship or transload the following to Brandon, Manitoba:

- Steel coil from Hamilton, Ontario
- Rebar from Mexico
- Fertilizer from around North America
- Asphalt and refined products from various refineries across North America
- Latex from Chattanooga, Tennessee
- Emulsifiers from across the US.

Western Asphalt is thrilled about the new single line service that can be provided by CP. We will be able to drop interchange fees and reach new markets we did not consider possible.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.
- CPKC will add value to our customers who never through it was possible to purchase raw materials as far south as Mexico City.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Western Asphalt is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Western Asphalt urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Sincerely,

A handwritten signature in black ink, appearing to read "Dean Arnill", written in a cursive style.

Dean Arnill
President
Western Asphalt Products

MARCH 28TH, 2021

TO: SURFACE TRANSPORTATION BOARD

FROM: BLAIR STEWART, PRESIDENT
WEYBURN INDUSTRIAL TRANSLOAD INC.

RE: LETTER OF SUPPORT – CANADIAN PACIFIC & KANSAS CITY SOUTHERN MERGER

Weyburn Industrial Transload Inc. (WIT) is located on the Canadian Pacific Railway (CP) main line in the Southeast corner of the Province and is Saskatchewan's newest Transload Facility. We are based out of Weyburn, Saskatchewan and collectively have 50+ years of combined industry experience, in-depth local knowledge, and deep relationships within the industry. As the President of WIT, I am ultimately responsible for the day-to-day activities of the business.

Our family has been in the railway business for many years and the Stewart Southern Railway (SSR) bears our name (*Short-line railway running from Stoughton to Regina*). We have had an extremely strong relationship with CP, and they have been a trusted partner of the Stewart family for decades with that relationship being transferred to the 2nd generation as we speak. It is only because of that deep rooted relationship that I have resurfaced from retirement to be involved in WIT and only given we had an opportunity to be located on CP's main line!

We wholeheartedly support the merger between CP and Kansas City Southern (KCS). This transaction would provide significant benefits overnight to a Transload Facility like WIT that is strategically located on the Canada/United States border on CP's mainline. This transaction will have an immediate impact on the markets we serve and given the combined CPKC network we are certain the new single-line hauls and access to premier ports on the Gulf, Atlantic and Pacific coasts within the U.S. will help both ourselves and our customers. In addition, these routes will provide WIT with immediate access to international markets that simply are not available to us today. Furthermore, given their collective focus on health and safety and their long-standing track record on operational excellence we are extremely confident that WIT along with industry stakeholders, clients and ultimately the consumers will see the immediate benefit of this merger being proposed. To date, I have remained relatively silent regarding railroad consolidation but, I view this transaction as both timely and beneficial with none of the downsides that might result from another round of Class I consolidation.

WIT was extremely optimistic to learn of the transaction because it will allow a combined CPKC to provide new, efficient, and reliable rail service options that will strengthen competition against the other, larger rail carriers and trucks that serve our markets today. WIT can now not only leverage our long-standing relationship with CP to build our business moving forward we will now have an opportunity to also leverage the infrastructure of KCS. This could result in the following:

- Transload specialty crops in Saskatchewan and gain access to the Mexican market who has been a large buyer of lentils, peas and canola;
- Potential to use the expanded lines past Kansas City to move oil, propane, diesel, and butane to international markets;
- Access to transload both wind and solar opportunities that could now come to fruition with CP's additional infrastructure given a new-found partnership with KCS.



22nd Ave South & Queen Street, Weyburn, SK, S4H 0M9

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We know that KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options today. However, 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, and we are certain that this transaction will do just that!

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere else – 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 presently exist, since CPKC will continue to interchange with all their other existing interline partners.

Within industry it is widely known of the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, WIT is fully supportive for the combination of CP and KCS. We believe that it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. WIT urges the STB to approve CP's acquisition of KCS as quickly 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 not only WIT but, all stakeholders.

Best,



Blair Stewart

March 28th, 2021



22nd Ave South & Queen Street, Weyburn, SK, S4H 0M9

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SHIPPER SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is Philip Deal and my business address is 6587 U.S. Highway 75 Wheaton, MN 56296. I am CEO of Wheaton-Dumont Coop Elevator. In my role, I am responsible for all operations of the Company.

Wheaton-Dumont Coop Elevator ships shuttle trains of corn and soybeans from our CP-served grain terminal in Tenney, MN typically to export markets in the PNW. We ship several thousand cars each year and rely heavily on CP to support our business.

Wheaton-Dumont Coop Elevator supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Wheaton-Dumont Coop Elevator sees this transaction as uniquely beneficial in that it expands the rail network in such a way that actually increases our opportunities to export grain and reach more markets.

As stated earlier, Wheaton-Dumont Coop Elevator uses CP to ship shuttles of both corn and soybeans to our customers in the PNW, Canada, and St Louis.

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively).

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of both corn and soybeans to Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

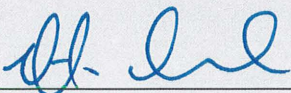
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Wheaton-Dumont Coop Elevator is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Wheaton-Dumont Coop Elevator urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Philip Deal, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March, 29 2021.



[Signature]

Philip Deal
Wheaton-Dumont Coop Elevator



ATTENTION: Surface Transportation Board

My name is Mark Jennings and my business address is 15 Dakota Ave, Wilton North Dakota. I am the manager of Wilton Farmers Union Elevator. In my role, I am responsible for the general management and business transactions of Wilton Farmers Union Elevator.

Wilton Farmers Union Elevator is a current shipper on the CP railway. WFE ships commodities both domestically and for export on the CP rail system. WFE has been satisfied with our service and relationship with CP over the past several years.

Wilton Farmers Union Elevator supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Wilton Farmers Union Elevator has not always supported railroad consolidation, but this consolidation of CP and KCS would be uniquely beneficial, with none of the potential downsides that might result from another round of Class I consolidations.

Wilton Farmers Union Elevator currently ships around 70% of our grain shipments via rail, with all of the rail being transported on CP or a CP affiliate. CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of grain from North Dakota to southern ports and Mexican export opportunities.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Wilton Farmers Union Elevator is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Wilton Farmers Union Elevator urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Mark Jennings, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 29, 2021.



SHIPPER SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is Daniel Tabora, and my business address is 20333 State Highway 249, suite 400. Houston, Texas 77022. I am the Vice President of Windstar LPG, Inc. In my role, I am responsible for procuring all NGL and Refined Products in Canada and the US for exportation to Mexico. I am also responsible for negotiation of freight rates with the railroads that our product is transported on.

Windstar LPG, Inc. is currently shipping Propane, Diesel, and Gasoline with the CP out of Western Canada and the Bakken. Windstar also ships refined fuels on the KCS/KCSM from the gulf coast to markets in Mexico. We have a great working relationship with both railroads for the last 6 years.

Windstar LPG, Inc. supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Windstar LPG, Inc. has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation. We anticipate the efficiencies to result in a more competitive pricing structure that can be passed onto the end consumer.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient, and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of Propane from Edmonton, Alberta to San Luis Potosi, Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

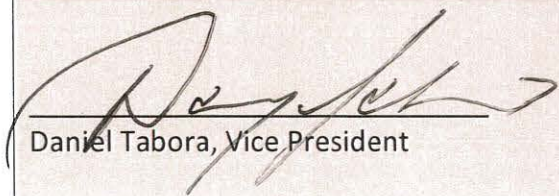
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Windstar LPG, Inc. is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Windstar LPG, Inc. urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

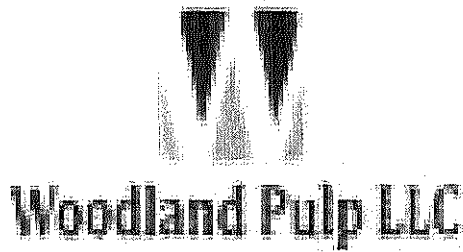
VERIFICATION

I Daniel Tabora, declare under penalty of perjury under the laws of the United States, that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 29, 2021.



Daniel Tabora, Vice President



STB Finance Docket No. 36500
CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Chuck Thompson and my business address is 144 Main Street, Baileyville, ME. I am the Logistics Manager for Woodland Pulp. And St. Croix Tissue. In my role, I am responsible for all areas of transportation and logistics from our mill in Maine with a keen focus on Supply Chain Excellence.

Woodland Pulp ships pulp with CP into Canada and the USA and is growing growing its partnership with CP as a result of CP's recent acquisition of the CMQ Railway.

Woodland Pulp supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Woodland Pulp has not often spoken about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

Speaking from a recent experience on a transition where CP acquired the CMQ Railway, CP has provided us with excellent service, and it's representatives are very responsive/ We are excited about the opportunities of growth and believe the combined power of the two companies will give us the ability to reach new customers competitively.

And we know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of pulp.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

For these reasons Woodland Pulp is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Woodland Pulp urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Chuck Thompson

A handwritten signature in black ink, appearing to read 'CTH', followed by a long horizontal flourish.

Logistics Manager

Woodland Pulp / St. Croix Tissue

207-239-7516

Chuck.thompson@igic.com

STB Finance Docket No. 36500 CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Jordan Atkins, and my business address is 1389 Lindsey Place, Delta BC. I am Vice President of WTC Group Inc. In my role, I am responsible for the overall supply chain management of all cargo types at WTC Group, as well as overseeing infrastructure projects and strategic planning.

WTC Group is a full-service, asset based, import/export logistics company headquartered just outside of Vancouver, British Columbia. With company roots in bulk and package handling in specialty crops and agri-logistics spaces, WTC has grown to become a multi-commodity, end-to-end logistics provider in a little over two decades and operates 3 terminals that collectively handle more than 50,000 TEU of product on an annual basis. CP Rail is WTC's main rail service provider for shipping and receiving a variety of commodities between shipping hubs across Canada. We share a very close working relationship and confirm that we are extremely satisfied with their service.

WTC Group Inc. supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Although we're aware generally that certain Class 1 railway consolidation can potentially have downsides, we see the CP/KCS transaction as unproblematic in the way that other consolidations might be for the following reasons:

- CP/KCS would remain the smallest class 1 railway in North America, coupled by the fact that their networks have virtually no overlap, and would therefore not have the monopolistic effect that other consolidations may have.
- The current pandemic has shown the shipping industry the importance of having reliable, efficient access to domestic supply chains due to global forces impeding efficient overseas trade.

WTC's service offerings include the transloading of a variety of cargo types between various modes of transportation. Among those are bulk hopper railcars, boxcars, vacuum cars, containers, intermodals, vans, trucks etc. CP is the main rail carrier for WTC and its long list of customers for shipping goods across Canada.

Most current WTC rail movements are between the West and East coasts of Canada and originate or terminate in the prairies most of the time. We also handle a small percentage of business coming in and out via the US and various plants across multiple states. The US cargo percentage could increase drastically if we reduced the barriers, both operational and economical, in facilitating those movements.

CP has provided us with excellent service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we receive from or ship to. Right now, the only way we can execute those shipments is to interchange with BNSF, UP or CSX and beyond.

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 because of the built-in network efficiencies and lack of competing economic models. The seamless integration of complementary networks results in more efficient and cost-effective options, which ultimately translates into savings and more consistent ETAs for the end users.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient, and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments originating from shipping hubs across the USA and Mexico to our terminals here in Canada, and even allow for our expansion across the border to set up facilities to serve our existing Canadian and US customer bases.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. Removing the need for costly interchanges that both decrease asset velocity while increasing cost.
- The value of the ability to reach our US customers and vendors in one seamless transaction cannot be understated and would be a substantial boon to WTC's integrated logistics model across North America.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and

the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers. WTC was a vocal supporter of CP Rail's recent acquisition of CMQ, which extended their network further into Quebec and into North Eastern US. We expect a similarly, although larger, positive impact in furthering that expansion down the east coast and into Mexico as well.

For these reasons, WTC Group Inc. is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. WTC implores the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated, and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I, Jordan Atkins, declare that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter on behalf of our organization.

Executed on March 29th, 2021



Jordan Atkins – VP
WTC Group Inc.



TRANSPORT
LOGISTICS
DISTRIBUTION

SHIPPER SUPPORT LETTER- XTL TRANSPORT INC.

ATTENTION: Surface Transportation Board

My name is Craig Germain and my business address is 75 Rexdale Blvd. Etobicoke, ON M9W 1P1. I am the Chief Operating Officer of XTL Transport Inc.

XTL Transport Inc. is a long standing partner of CP Rail and we have worked diligently over the years to grow with CP by focusing on providing quality service to our customer base.

XTL Transport Inc. supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. We see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

We ship intermodal containers with CP-served facilities in Toronto, Montreal, Regina, Winnipeg, Edmonton, Calgary and Vancouver.

CP has provided us with good service, but its market reach is limited today in the US and we have not been using CP in cross border as it must interline with other railroads to reach US destinations that we ship to or that could expand the markets we serve effectively.

And we know from experience both our own, and that of our competitors who have single-line rail options at their origins that single-line rail service options are far superior.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets.

We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.



- KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, XTL Transport Inc. is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. XTL Transport Inc. urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Craig Germain, certify under penalty of perjury under the laws of the United States that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 25, 2021.

[Signature]

Craig Germain



SHIPPER SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is Lance Lin, and my business address is 1085 Raymond Blvd, Newark, NJ 07102. I am Vice President – Logistics of Yang Ming (America) Corp. In my role, I am responsible for Procurement of intermodal and marine services and equipment management in North America.

Yang Ming America Corp is customer of both CP Rail and KCS. We move international intermodal containers with CP Rail between Vancouver and various inland point in Canada and the US Midwest, including but not limited to Toronto, Montreal, Chicago, Detroit, and Minneapolis markets. We also do business with KCS between Dallas and US Atlantic ports. We have long standing relationship with both companies.

Yang Ming America Corp supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. We see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

CP has provided us with good service, but its market reach is limited today, and CP must interline with other railroads to reach destinations beyond Kansas City that we ship to. And we know from experiences (our own as well as our competitors who have single-line rail options at their origins) that single-line rail service options are productively and competitive in terms of cost and service level.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of international intermodal containers from Canada to US Gulf markets and vice versa.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

YANG MING (AMERICA) CORP.

1085 Raymond Blvd., 9th Floor, Newark, New Jersey 07102 TEL: 201-222-8899 FAX: 201-222-6699 <http://www.yangming.com>



• CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Yang Ming America is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Yang Ming America urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I, Lance Lin, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 29, 2021

Lance Lin
Vice President – Logistics
Yang Ming (America) Corp



ATTENTION: Surface Transportation Board

March 29, 2021

My name is Jeff Shulman and my business address is 227 W Monroe Chicago, IL, Suite 2600. I am Vice President of Logistics of Zekelman Industries. In my role, I am responsible for all transportation and logistics agreements and coordination across North America covering all modes of transportation.

Zekelman Industries manufactures structural steel and pipe products and ships rail product with CP from Harrow Ontario and have a strong working relationship with CP.

Zekelman Industries supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts. This would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Zekelman Industries has not often commented about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively).

And we know from experience that single-line rail service options are far superior. Not only cutting down on transit time but cutting down the time it takes to quote new business that would cross multiple rail lines. Thereby providing quicker turnaround for our customers to make decisions.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of finished steel products.



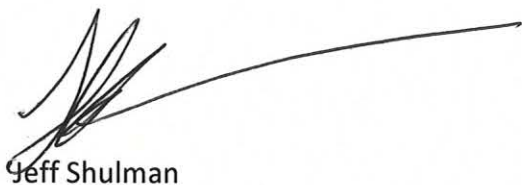
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. Zekelman Industries has a private fleet that will benefit from improved cycle times.
- We are also interested in increased competitive options for rail direct into the Texas market.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Zekelman Industries is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Zekelman Industries urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.



Jeff Shulman
Vice President, Logistics
Zekelman Industries Inc.



Telephone (403) 742-2811
homepage: <http://www.absteamtrain.com>

RAILWAY EXCURSIONS

P.O. Box 1600
Stettler, Alberta, Canada
T0C 2L0

Facsimile (403) 742-2844
e-mail: info@absteamtrain.com

March 29, 2021

STB Finance Docket No. 36500 CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

Alberta Prairie Steam Tours Ltd., operating as Alberta Prairie Railway supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Alberta Prairie Railway has never spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks. For example

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have



any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Alberta Prairie Railway is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Alberta Prairie Railway urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Sincerely,

A handwritten signature in blue ink, appearing to read 'R.C. Willis', followed by a long horizontal flourish.

R.C. (Bob) Willis
General Manager
Alberta Prairie Steam Tours Ltd.



302 W Holland St. Washington, IL 61571

March 30, 2021

To whom it concerns:

Alliance Wheel Services, L.L.C., located in Washington, IL is a supplier of railroad freight car wheel sets to the rail industry. The Canadian Pacific Railway (CP) is one of our valued customers.

I Kevin Deany serve as the Financial Managing Member/Owner of Alliance Wheel Services, L.L.C. where my responsibilities include overseeing the long-term growth and viability strategies of our organization. As such, Alliance Wheel Services, L.L.C. supports the approval of the proposed combination of the Canadian Pacific Railway and Kansas City Southern Railway Company.

As a supplier to the rail industry, we believe this merger to be beneficial to the industry and its customers as we believe it will promote and support continued growth and investment in the North American rail network.

As a key supplier to CP in the U.S. and knowing firsthand its commitment to safety and serving its customers, we have no doubt CP will continue living up to their reputation of maintaining and upgrading equipment and facilities through their extensive and continuous investment in the industry.

In our view, the new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement. In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.

In our opinion, we see this transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Respectfully,

A handwritten signature in blue ink that reads 'Kevin P. Deany'.

Kevin P Deany
Financial Managing Member/Owner
Alliance Wheel Services L.L.C.



March 30, 2021

Supplier Support Letter Bullets

- Automotive Rentals, Inc. ("ARI") is a supplier of vehicle/equipment leasing and fleet management services to the rail industry. CP is one of our customers.
- I, Bob White, serve as the President of ARI, where my duties include the management of the business, establishing goals, presiding over the workforce and ensuring customer satisfaction. ARI supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- The merger will bring synergies to the rail industry, right-sizing of the railroad's fleet and increased efficiencies within the rail business.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Sincerely,

Bob White
President
Automotive Rentals, Inc.



Canada Drayage Inc.

**STB Finance Docket No. 36500
CP-KCS Proposed Combination**

ATTENTION: Surface Transportation Board

My name is Kevin Hankinson and my business address is 11440 – 54 Street SE, Calgary AB. I am Vice President, Western Canada of Canada Drayage Inc. In my role, I am responsible for Canada Drayage business activities in Western Canada and the leadership of our Western Canadian personnel.

Canada Drayage is part of the Fastfrate Group of Companies. The Fastfrate Group of Companies and CP Rail have enjoyed an uninterrupted business relationship dating back to the mid 1960's. Today CDI is a drayage service partner for CP Rail across Canada daily providing in excess of 200 trucks per day from Vancouver Island through to Quebec for CP Rail. CP Rail is The Fastfrate Groups intermodal partner in Canada moving in thousands and thousands of container loads annually. Our organizations work closely to enhance, improve, and streamline our collective services and market requirements to bring greater value in our services to our respective client base and our organizations.

Canada Drayage Inc supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Canada Drayage has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

The Fastfrate Group of Companies, sees impactful opportunities to work further with CP Rail and extending to the Fastfrate client base and expanded Canada, US, Mexico intermodal network to support our customer base with a streamline fluid supply chain solution for our Canadian clients. The expanded reach CP Rail will achieve with the combined CP Rail and KCS network will open new doors and value to our business and our clients.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,



- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of general merchandise to and from more US and Mexican points.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Canada Drayage is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Canada Drayage urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I, Kevin Hankinson, declare [or certify, verify, or state] under penalty of perjury [“under the laws of the United States,” if executed outside of the United States] that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 29/2021

Kevin Hankinson



Canada Drayage Inc.

March 26, 2021

ATTENTION: Surface Transportation Board

My name is Gianna Primiani with a business address of 9701 Highway 50, Woodbridge, Ontario, Canada. I am the Vice President of Canada Drayage Inc. ("CDI"). In my role, I am responsible for implementing the strategic plan that guides the direction of the business, overseeing the complete operations of our drayage business in central and eastern Canada, and managing the relationship with our major customers and carrier partners.

As part of Fastfrate Group, a company with a long-standing partnership with CP that dates back over 20 years, CDI is one of the largest providers of drayage service to CP in Canada. CDI efficiently manages the transport of marine containers to and from major ports, rail yards, and distribution centres across Canada and into the United States.

CDI supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Fastfrate has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

In addition to being one of the largest providers of drayage service to CP, CDI provides national solutions to some of the largest steamship lines and retailers in Canada. As a group of companies, we moved over 28,000 marine containers through the CP network of railway in 2020.



CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to, or that could expand the markets we serve effectively.

And we know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our cross-border shipments.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico, and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.



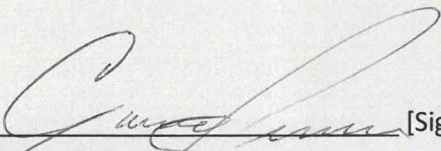
Canada Drayage Inc.

For these reasons, CDI is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. CDI urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated, and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Gianna Primiani, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 26, 2021.



Gianna Primiani [Signature]



25 March 2021

ATTENTION:

United States Surface Transportation Board
Washington, D.C.

The Canadian Heartland Training Railway Services (CHTRS) supports the approval of the proposed Canadian Pacific/Kansas City Southern transaction. We believe that this transaction will provide extensive benefits to the overall rail shipping community and we are very excited about the possibilities that the combination of these networks will present upon the STB's approval of the transaction.

CHTRS has been an operating partner of Canadian Pacific for twenty years. We provide rail training service to hundreds of CP's customers to ensure safe industrial operations across Canada. In addition, we manage the CP interline relationship with a short line railway in the province of Alberta, known as the Alberta Prairie Railway ("APR").

Our customers who use our services on the APR include American energy shippers, American agricultural shippers, and a major Canadian agricultural shipper. We know that from discussions with our existing U.S. clients that any opportunity to expand market reach competitively by rail, and specifically through the benefit of a single line haul to access new markets will be extremely welcome. As a short line railway operation that is deeply committed to its community, CHTR and APR together welcome any business development opportunity stemming from an increased expansion of a shipper's reach. With market development and improved service, we believe that the CP/KCS combination will create opportunities for the growth of specifically our transload business – creating new markets for U.S. shippers in western Canada where they currently may have difficulty accessing.

As a company that exists first and foremost to offer the safest rail technical training and related advice possible, we would point out to the STB the excellent safety record in particular of CP. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers. Given our positive relationship with CP and understanding the CP view on safety – we also believe that they will undertake this combination safely – which is the key ingredient in any successful operation.

**Canadian Heartland Training Railway Services
P.O. Box 3296 Fort Saskatchewan, Alberta Canada T8L 2T3**

Canadian Heartland Training Railway Services is thus voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. We respectfully urge the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated, and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Yours very truly,



Kevin Budd

Managing Director, Canadian Heartland Training Railway Services.

VERIFICATION

I Kevin Budd 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 25 March 2021



Kevin Budd



CRAWFORD OIL & PROPANE

"Family Owned and Operated Since 1935"

PO BOX 115 - 416 E. Wisconsin St - Portage, WI 53901

608.742.2414 OR 800.236.2414



03/30/2021

To whom it may concern:

Crawford Oil Co., Inc. is a supplier of diesel fuel to the rail industry. CP is one of our customers and has been for over twenty-five years. I, Jonathan J. Crawford, serve as the President at Crawford Oil Co., Inc. where my duties include managing contracts and supply with CP Rail. Crawford Oil Co., Inc. supports approval of the proposed combination of CP and KCS.

From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network. CP Rail has continued to expand investment in equipment, safety, and growth over the past ten year, and I believe the proposed merger will compound on these past investments, providing more opportunity for both CPKC and subsequent suppliers.

The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement. In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.

We see the transaction as only beneficial. We do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close, and the benefits come to light as soon as possible.

Jonathan J. Crawford – Pres.
Crawford Oil Co., Inc.



STB Finance Docket No. 36500
CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Paul Laqua and my business address is 601 1st Avenue Foremost Alberta. I am President of Forty Mile Rail Inc. In my role, I am responsible for making sure the rail operates in a safe and productive manor.

Forty Mile Rail Inc. is [a shareholder owned Industrial Rail line that ships a number of agriculture products in conjunction with CP Rail. Forty Mile Rail Inc has also worked with wind towers in the past. Most recently we have stored non hazardous cars on our line as well as cars with residue last contained. All of the above work has been carried out with a very strong working partnership with CP Rail.

Forty Mile Rail Inc. supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Forty Mile Rail Inc. is currently working on a fertilizer agreement with ADM out of Iowa. This would include the movement of unit trains from Iowa to Forty Mile Rail Inc. on the CP/KCS line.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of fertilizer from January to 2022.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

- CPKC will open new doors for Forty Mile Rail Inc. to maintain and provide a broader customer base on a consistent and reliable bases.

[

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

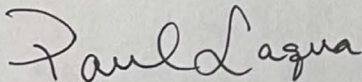
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers

For these reasons, Forty Mile Rail Inc. is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Forty Mile Rail Inc. urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Sincerely,

Paul Laqua

President Forty Mile Rail Inc.

A handwritten signature in dark ink, reading "Paul Laqua". The signature is written in a cursive, flowing style with a large initial "P".



RAILROAD TECHNOLOGY CORPORATION
335 RIVER DRIVE
JUPITER, FL 33469
415 515-2110

March 29, 2021

ATTENTION: Surface Transportation Board

My name is Robert Ness and my business address is 335 River Drive, Jupiter, Florida. I am the President & CEO of Railroad Technology Corporation. In my role, as CEO I manage a fleet of heavy capacity and specialty type railcars. Our fleet primarily serves electric utilities and logistics providers for rail transport of large power transformers and related power generation equipment critical to operation of the North American Eclectic Grid.

Railroad Technology Corporation railcars transport power transformers from manufacturers in Mexico including GE PROLEC and SIEMENS ELECTRIC. These shipments originating in Mexico may be bound for destinations throughout North America – 48 contiguous states, Alaska and Canada. Our relationship with CP and KCS is quite satisfactory, and their service is uniformly satisfactory.

Railroad Technology Corporation stands in support and for approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

From our perspective, the proposed CP/KCS transaction will provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Railroad Technology Corporation has not been in favor of Class I railroad consolidation in the past, however the KCS / CP combination promises to be beneficial. We do not see any potential downside in the KCS / CP consolidation as it would directly benefit our business by reducing the number of times our railcars have to interchange between carriers.

As described above, we ship power transformers from Mexico throughout the contiguous 48 states, plus Alaska and Canada. We have a small fleet of very high value railcars which are used to transport very high value power generation equipment, critical to the operation of the North American Electric Grid. The combination of CP / KCS would clearly benefit our business model with potential cost savings due to reduced railcar interchange. Based upon our experience, single line rail service as proposed in the KCS / CP merger will be superior to the status quo.

We are very excited about this proposed transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of large power transformers originating at plants in Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency by reducing transit times and often lengthy delays which are due to interchange of cars between carriers.
- Reduced car handling as a result of the proposed merger will directly save us additional and unnecessary maintenance expense.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

The attention of CP and KCS to safety and operational effectiveness is impressive. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers such as the Chicago North Western and Southern Pacific mergers into Union Pacific.

For these reasons, Railroad Technology Corporation voices strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Railroad Technology Corporation urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

I, Robert M. Ness, hereby certify that I am the President & CEO of Railroad Technology Corporation, a Florida corporation, and that the foregoing is true and correct and that I am qualified and authorized by Railroad Technology Corporation to submit this letter.

Executed on March 29, 2021

Robert M. Ness

Robert M. Ness
President & CEO
Railroad Technology Corporation



March 30, 2021

To Whom it May Concern:

Holden America IL, LLC is the leading North American supplier of specialized automobile and light-truck securement systems, otherwise known as chock systems, to the railroad industry. Our systems are used on railcars which carry finished vehicles from assembly plants or ports to their market destination. We are a strategic supplier to both CP and Kansas City Southern (KCS).

I have served as the President of Holden America IL, LLC for the past 16 years, where my duties include overall operational and administrative management of the company. Holden America IL, LLC enthusiastically supports approval of the proposed combination of CP and KCS.

From our perspective as a strategic supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network. Specifically related to our product(s), the benefits of a seamless north-south network encompassing Canada, The United States, and Mexico brings considerable promise for improvements in the transportation of finished automobiles and light trucks, owing to the presence and strategic location of automotive assembly plants in all 3 countries. In addition to minimizing the number of switches between different railroads that an integrated CPKC network would provide, thus reducing damage to vehicles as well as transit time, the optimization of such a combined network would enable the railroad industry to grow its share of the North American market to transport finished vehicles. This would remove more trucks from our public highways, creating both environmental as well as safety benefits. All of these benefits 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. On the contrary, we strongly believe that there will be numerous positive impacts. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Yours truly,

Bruno Pietrobon
President
Holden America IL, LLC



INTERSTATE-McBEE

Interstate Diesel Service Inc.
McBee Supply Corp.



March 30, 2021

- Interstate-McBee is a supplier of diesel fuel injection to the rail industry. CP is one of our customers.
- I, Patrick Roach serve as the Vice President - Global Sales & Marketing at Interstate-McBee where my duties include Sales, Marketing, Management and Corporate Planning. Interstate-McBee supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network and optimize our order processing.
- Interstate-McBee has been a partner to both CP and KCS for many years and their merger will facilitate and optimize the locomotive fleets, capital investments and enhance CP's capacity to serve their customers and those of KSC.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits realized as soon as possible.

Patrick Roach
Vice President
Interstate-McBee

CORPORATE OFFICES:

CLEVELAND, OH
5300 Lakeside Avenue
Cleveland, OH 44114

CLEVELAND, OH
4901 Lakeside Avenue
Cleveland, OH 44114

www.interstate-mcbee.com

216-881-0015 800-321-4234 Fax: 216-881-0805

BRANCH OFFICES:

DORAL, FL
9955 NW 58th Street
Doral, FL 33178
305-863-6650
800-660-6228

SANTA FE SPRINGS, CA
13137 Arctic Circle
Santa Fe Springs, CA 90670
562-356-5414
800-522-6163

LINCOLN, NE
6200 Arbor Road
Lincoln, NE 68517
402-417-1059
844-250-2375

HOUSTON, TX
22755 NW Lake Drive, Bldg 3
Houston, TX 77095
281-645-7168
844-836-2841



SHIPPER SUPPORT LETTER- NICHOL AND DIAMOND CONSULTING LIMITED

ATTENTION: Surface Transportation Board

My name is Michelle Toma and my business address is PO Box 47009 Creekside NW Calgary, AB T3P 0B9 and I am the Vice President of Nichol and Diamond Consulting Ltd.

Nichol and Diamond Consulting Ltd is a long standing partner of CP Rail and we have worked diligently over the years to grow with CP by focusing on providing high speed quality service to our customer base. We support the approval of the CP/KCS combination. The transaction would provide significant benefits and opportunities for growth we are eager to see realized.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls, would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. We see this transaction as uniquely beneficial.

We ship intermodal containers with CP intermodal service primarily serving a retail customer base.

CP's market reach is limited today in the US and we have not been using CP in cross border as it must interline with other railroads to reach US destinations that we could potentially ship to or that could expand the markets we serve effectively.

And we know from experience both our own, and that of our competitors who have single-line rail options at their origins that single-line rail service options are far superior.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets.

We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. We feel that CPKC's new service offerings will improve transit times and reliability.

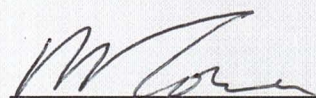
The complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

For these reasons, Nichol and Diamond Consulting Ltd. is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Nichol and Diamond Consulting Inc. urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I, Michelle Toma certify under penalty of perjury under the laws of the United States that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 29, 2021.



[Signature]

Michelle Toma



75 Rue Industrielle, Coteau-du-lac, Québec, J0P 1B0
Tel : 514-866-1033; Fax : 514-866-8421

March 30th, 2021

Canadian Pacific
7550 Ogden Dale Road S.E.
Calgary, Alberta
T2C 4X9
Canada

Re- CP /KCS Merger.

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 CP is one of our customers. Ronsco strongly supports an approval of the proposed combination of CP and KCS.

From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network. The investment and growth will create new business opportunities for Ronsco with CP, but also critically provides access to new markets. The integrated CPKC network provides Ronsco with a direct and efficient transport link into the Southern United States 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 CP and KCS.

CP's proven safety record, 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 at CPKC 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, and the benefits come to light as soon as possible.

Sincerely,

A handwritten signature in black ink that reads "Kent Montgomery". The signature is written in a cursive, slightly slanted style.

Kent Montgomery
Executive V.P & C.O.O.
Ronsco Inc.
75 Rue Industrielle
Coteau De Lac, Quebec
J0P 1B0



Park West One, Suite 500
1000 Cliff Mine Road
Pittsburgh, PA 15275
Telephone: 412-325-0202
Fax: 412-774-1689

March 30, 2021

Supplier Support Letter Bullets

- Stella-Jones Corporation is a supplier of treated wood crossties, switch ties and bridge timbers to the rail industry. CP is one of our customers.
- I SERVE AS THE Vice president of Marketing at Stella-Jones where my duties include contract management for Canadian Pacific and Kansas City Southern. As a major supplier of crossties for Canadian Pacific Stella-Jones supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- Stella-Jones supplies treated wood materials from two plants to the Canadian Pacific and one plant for the KCS. CPKC will have access to all three plants as well as an expanded network for green tie procurement. Treated wood crosstie supply is critical to the strength and reliability of the network.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Sincerely,

George W. Caric

George W Caric
Vice-President Marketing
Stella-Jones Corporation

March 29th, 2021

To who it might concern:

- Sumitomo Canada Ltd is a supplier of various track material, including premium quality rail, and mechanical material to the rail industry. CP is one of our customers for more than 30 years.
- I, DENIS SCHAEFFER, SERVE AS THE VICE PRESIDENT & GENERAL MANAGER at SUMITOMO CANADA LTD, where my duties include overseeing strategic sales of above-mentioned material. SUMITOMO CANADA LTD supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- There is no doubt that the proposed merger will be beneficial to the North American railway industry as CP, with its high safety standards, will proceed to continual investments in upgrading its North American network, resulting in a safer environment.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.



Denis Schaeffer
Vice President & General Manager
Sumitomo Canada Ltd

380 St. Antoine Street West
Suite 3131
Montreal, Quebec
Canada H2Y 3X7

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