

Regional Office

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

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

dpworld.com

ENTERED
Office of Proceedings
March 25, 2021
Part of
Public Record



December 15, 2020

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 36472, *CSX Corporation and CSX Transportation, Inc.-Control and Merger-Pan Am Systems, Inc., et al.*

Dear Ms. Brown:

I am Matthew Leech, Chief Executive Officer for the Americas Region with DP World, located at 5605 Carnegie Boulevard in Charlotte, North Carolina ("DP World").

DP World is an Emirati multinational logistics company – we are a leading enabler of global trade and an integral part of the international shipping supply chain. We have a portfolio of 78 operating marine and inland cargo terminals supported by over 50 related businesses, from maritime services, logistics and ancillary services to technology-driven trade solutions, with a significant presence in both high-growth and mature markets in 40 countries. DP World employs a dedicated team of over 55,000 employees worldwide.

Our potential customers will use the Springfield Terminal Railroad Company ("Springfield Terminal") to originate and terminate traffic at our facilities for movements outside of New England. The merger of Springfield Terminal into CSX Transportation, Inc. ("CSXT") will expand the single-line railroad service at our facilities in Saint John, New Brunswick.

DP World looks forward to the potential of new market opportunities and improved service that our customers will receive from CSXT following the approval by the Surface Transportation Board (the "Board") of the merger of Springfield Terminal into CSXT. DP World welcomes the level of infrastructure investment that CSXT has deemed necessary over the past several years in order to implement its dynamic operating model that has resulted in CSXT setting new standards of service performance with higher velocity, faster equipment turns, and greater consistency. We also look forward to availing ourselves of the unprecedented visibility

into our customers supply chain through the ShipCSX platform that will enable us to track and manage our customers shipments with much greater precision and confidence.

DP World very seriously intends to explore and implement new supply chain solutions and market opportunities with the CSXT Sales and Marketing team. We expect to enhance our competitiveness through lower costs, better service and improved access to the North American rail network through single-line CSXT best-in-class rail service.

DP World supports the proposed merger and requests that the Board expeditiously approve the acquisition of Pan Am Systems and its subsidiaries by CSXT.

Sincerely yours,

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

Matthew Leech

Cc: CSX Transportation, Inc.