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BEFORE THE
SURFACE TRANSPORTATION BOARD

STB FINANCE DOCKET NO. 36514

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

JOINT SUBMISSION OF 300 ADDITIONAL STATEMENTS SUPPORTING PROPOSED TRANSACTION AND/OR VOTING TRUST

Applicants Canadian National Railway Company ("CN") and Kansas City Southern ("KCS") respectfully submit the enclosed 300 letters from stakeholders relating to CN's and KCS's proposed combination. CN and KCS are encouraged by the enthusiastic response they have received from customers, rail suppliers, ports, state and local stakeholders, logistics providers, and other stakeholders about a CN-KCS combination. This outpouring of support has now resulted in well over 1,400 total letters of support for either the proposed CN-KCS combination, for the proposed voting trust, or for both.[1]

[1] See Initial Submission of 409 Statements Supporting Proposed Transaction, CN-4, *Canadian National Ry. Co.—Control—Kansas City So. et al.*, Fin. Docket No. 36514 ("*CN-KCS*") (filed Apr. 26, 2021); Submission of Port and Terminal Operators' Statements Supporting Proposed Transaction, CN-9, *CN-KCS* (filed Apr. 29, 2021); Submission of 200 Statements Supporting Proposed Transaction, CN-10, *CN-KCS* (filed Apr. 29, 2021); Submission of 100 Statements Supporting Proposed Transaction And/Or CN's Voting Trust, CN-12, *CN-KCS* (filed May 4, 2021); Submission of 100 Statements Supporting Proposed Transaction And/Or CN's Voting Trust, CN-13, *CN-KCS* (filed May 7, 2021); Submission of 183 Additional Statements Regarding

283 of the letters being filed today support the proposed combination of KCS and CN. They include a support letter from John Bel Edwards, Governor of Louisiana, who expresses his belief that a KCS-CN "combination would serve Louisiana well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in the southeastern part of the state as well as an East-West corridor across North Louisiana." Many other letters come from KCS customers, excited by the extended reach of a combined CN-KCS network and the opportunities that this creates for them to reach new markets with competitive single-line service. Other support letters specifically praise CN's and KCS's vision of converting truck shipments to rail, and the benefits that a CN-KCS combination could have for north-south trade traffic. In short, stakeholders are energized about the public benefits that a CN-KCS combination could bring.

293 of the letters being filed today support CN's and KCS's request that the Board approve their proposed voting trust agreement.[2] Many letters note that the CN-KCS proposed voting trust is identical to that recently approved by the Board for Canadian Pacific, and ask the Board to similarly approve CN's and KCS's proposal.

Proposed Transaction And/Or CN's Voting Trust, CN-14, *CN-KCS* (filed May 12, 2021); Submission of 100 Additional Statements Regarding Proposed Transaction And/Or CN's Voting Trust, CN-17, *CN-KCS* (filed May 24, 2021).

[2] 276 of the enclosed letters express support for both the proposed combination and the voting trust.

CN and KCS will continue to engage with industry stakeholders about the proposed CN-KCS combination and the tremendous public interest benefits it will bring by creating the premier railway for the 21st century with a single network across Canada, the United States, and Mexico.

Respectfully submitted,

/s/ Raymond A. Atkins

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Dated: June 2, 2021

INDEX OF ENCLOSED SUPPORT STATEMENTS

STATEMENTS SUPPORTING TRANSACTION[3]

1. The Honorable John Bel Edwards, Governor of Louisiana
2. The Honorable Steve Cohen, United States House of Representatives
3. Council President Greg Hemmis, Albion Borough, Pennsylvania
4. Mayor Jim Strickland, City of Memphis, Tennessee
5. Mayor Joseph Roudez III, Village of University Park, Illinois
6. Administracion Portuaria Integral de Veracruz, S.A. de C.V.
7. APM Terminals Lázaro Cárdenas
8. APM Terminals Mobile LLC
9. Asociación Mexicana de Agentes Navieros, A.C.
10. Barry Callebaut LLC
11. Bright Wood
12. Constellation Brands
13. Cosco Shipping Logistics (North America) Inc.
14. DeAcero S.A.P.I de C.V.
15. Essity North America
16. Expor San Antonio S.A. de C.V.
17. Great Lakes Central Railroad
18. Hamilton Container Terminal
19. Holden America IL, LLC
20. Lion Electric
21. LMD Forensic Accountants Inc.
22. Logistec Stevedoring Inc.
23. Modular Fabrication Inc.
24. Napuck Salvage of Waupaca, LLC
25. Novaporte Limited Partnership
26. Pantos Logistics Canada Inc.
27. Proteinas Marinas y Agropecuarias S.A. de C.V.
28. Rail Enterprises
29. Resirene
30. Rio Tinto Aluminum
31. Royal Canin Mexico S.A de C.V
32. Savino del Bene Mexico S.A. de C.V.
33. Sunrise Metals Inc.
34. United States Steel Corporation
35. Viafield
36. Westaqua Commodity Group Ltd.
37. 3 Forwarding Inc.
38. Accel Logistics

[3] 276 of these statements also express support for CN's and KCS's proposed voting trust.

39. Acceso Automotriz, S.A. de C.V.
40. Aeropres Corporation
41. AGS Solutions, Inc.
42. Alben Suministros S.A. de C.V.
43. Albero Corporación, S.A.
44. Alexa Marian Rodriguez Moreno
45. Alonso Comunicaciones
46. Alpenglow Rail
47. AmSpec de México
48. Ana Gricelda Muñoz Parra
49. Ana Patricia Huertas de la Riva
50. AOC Integrated Services
51. Arguindegui Oil Company
52. Ariza de Mexico S.A. de C.V.
53. Asfaltos Asfacer S.A. de C.V.
54. Asfaltos y Terracerias de Rioverde, S.A. de C.V.
55. Asia Motors S.A. de C.V
56. Asphalt & Fuel Supply, LLC
57. Asset Based Intermodal
58. Autokam Motors, S.A. de C.V.
59. Autokam Regiomontana, S.A. de C.V.
60. Automóviles Tecnológico, S.A. de C.V.
61. Autopolis Premium, S.A. de C.V.
62. Azinsa Logistics S.A. de C.V.
63. Bartlett
64. Bebidas Purificadas de Uruapan S.A. de C.V.
65. Bobby Baker Construction LLC
66. Boots Factory, S.A. de C.V.
67. BSD Enterprise Group S.A de C.V.
68. Buho Tech Services S.A. de C.V.
69. Bureau Veritas Commodities and Trade, Inc.
70. C2FO
71. CAAFF Consultoría Forestal S. de R.L. de C.V.
72. Camino Real Monterrey
73. Capital Oil, Inc.
74. Capital Transport, Inc.
75. Car One Gonzalitos S.A. de C.V.
76. Chemours Company Mexicana, S. de R.L. de C.V.
77. CHN Hotels by Wyndham
78. Clean Service S.A. de C.V.
79. Comercial Cidamsa, S.A. de C.V.
80. Comercial Essex S.A. de C.V.
81. Comercial Ordizia S.A. de C.V.
82. Comercializadora Rivela S.A. de C.V.
83. Comsertec S.A. de C.V.

84. Comercializadora Toscal S.A. de C.V.
85. Complex Chemical Co., Inc.
86. Connectronics
87. Construccion e Instalaciones Tecnica de Monterrey S.A. de C.V.
88. Construcciones y Edificaciones Garza Elias S.A. de C.V.
89. Construcciones y Redes Ferrovioarias Nazareth S.A. de C.V.
90. Constructora Carlos, S.A. de C.V.
91. Constructora QUID S.A. de C.V.
92. Constructora y Ferroviaria, S.A. de C.V.
93. Constructoria, S.A. de C.V.
94. Consultoría Especializada en Impacto Ambiental, S. A. de C. V.
95. Convar Tec S.A. de C.V.
96. Coseta S.A. de C.V.
97. CW&W Contractors, Inc.
98. Cyclonaire
99. DALKO Resources, Inc.
100. Desarrollo de Materiales Personalizados, S.A. de C.V.
101. Desarrollo Integral Eléctrico Industrial, S.A. de C.V.
102. Destroyer Industrial
103. Deteccion de Fuego y Plagas Ortiver S.A. de C.V.
104. Dirección de Obras y Proyectos Xquadra, S.A. de C.V.
105. Distribuidora de Combustibles Mexicanos (DICOMEX)
106. Distribuidora de Diesel Rio Panuco, S.A. de C.V.
107. Distribuidora de Filtros FYR S.A. de C.V.
108. Dos Diseño S.A. de C.V.
109. DPS Electronics, Inc.
110. Durmientes y Postes Utilirail S.A. de C.V.
111. E Environmental, Inc.
112. E3 Environmental
113. Eco & Lube
114. Ecocel Express S.A. de C.V.
115. Edgar Efrain Cordova Castro
116. Edwin Bohr Electronics
117. Efecto Directo S.A. de C.V.
118. EHS Labs de Mexico S.A. de C.V.
119. Elite Comunicaciones
120. Energéticos Centrifugados del Norte, S.A. de C.V.
121. Energía Eléctrica Global S.A. de C.V.
122. Energia Hidraulica S. de R.L. de C.V.
123. Enrique Alberto Esquivel Haaz
124. Esbelta Edificación Industrial S.A. de C.V.
125. Estco, Inc.
126. Extracciones Basalticas S.A. de C.V.
127. Fast Dolphin, Inc.
128. Ferropolymers S.A. de C.V.

129. Ferroservicios S.A. de C.V.
130. Ferrovias Apodaca
131. Flowsis S.A.P.I. de C.V.
132. FoClan de México
133. Forestal Sierra Madre, S.A. de C.V.
134. FR Terminales S.A. de C.V.
135. Frontier Bag, Inc.
136. Fuerza Grafica del Norte S.A. de C.V.
137. GCG Construccion Manteniento y Tecnolgia S.A. de C.V.
138. GES Construcciones de México, S.A. de C.V.
139. Gian Multiservicios S.A. de C.V.
140. Grapevine Designs
141. Gross & Janes Company
142. Grupo Constructor Peasa S.A. de C.V.
143. Grupo de Comunicacion Digital, S.A. de C.V.
144. Grupo de Consultoria en Seguridad y Medio Ambiente, SC
145. Grupo Deintec
146. Grupo Ferretero Valmar S.A. de C.V.
147. Grupo Itrac Logistics S.A. de C.V.
148. Grupo Posadas
149. Diseno Creativo de Muebles Para Oficina S.A. de C.V.
150. Haltek
151. Hamamatsu Automotor del Norte, S.A. de C.V. (Suzuki)
152. Hanson Professional Services Inc.
153. Hayden Tower Service, Inc.
154. Henrry Monsivais S.
155. Herrajes Ferroviarios del Potosi, S.A. de C.V.
156. HESCA Environmental LLC and HESCA Environmental Services de Mexico S.A. de C.V.
157. Holden America de Mexico
158. HTEC de Mexico, S.A. de C.V. (Herzog Companies)
159. Hublance México S.C.
160. Impulsora Industrial SM Logistics
161. Impulsora Tlaxcalteca de Industrias, S.A. de C.V.
162. INCA Corporation
163. Industria Renovadora de Llantas Victoria, S.A. de C.V.
164. Inge Instalaciones, S.A. de C.V.
165. Ingeniería y Biodiversidad S.A. de C.V. (IBIO)
166. Jackson International, Inc. (JAXON)
167. JaKay Signaling Inc.
168. Jalamaar del Centro S.A. de C.V.
169. JDTM Servicios S.A. de C.V.
170. JEI, Inc.
171. Jeronimo Alvarado Construcciones y Montajes, S.A. de C.V.
172. Jhams Uniformes S.A. de C.V.

173. JOLAM Construccion y Diseno S.A. de C.V.
174. Kahn Steel Company
175. Kansas City Railcar Service, Inc.
176. KBest Technologies de Mexico S.A. de C.V.
177. K-Libra
178. Lewis Bolt & Nut Company
179. Locomotoras San Luis, S.A. de C.V.
180. Lone Star Specialties, LLC
181. Loram Maintenance of Way, Inc.
182. Lumietri de México, S.A. de C.V.
183. Mantenimiento y Equipo de Inyeccion Diesel
184. Maquinados de Piezas Especiales Saga S.A. de C.V.
185. Maria Arcadia Lugo Melendez
186. Marshtel S.A. de C.V.
187. Materias Primas Dyasa, S.A. de C.V.
188. Merex Diesel Power Partes Internacionales, S.A. de C.V.
189. Meter, Inc.
190. Mexicana Automotriz S.A. de C.V.
191. Mid America Car, Inc.
192. Midstream Texas Operating LLC
193. Modauto Motors S.A. de C.V. (Hyundai)
194. Motive Glazing Products Inc.
195. MovIT Solutions Group, S.A. de C.V.
196. Mundo Hidraulico Ferreteria S.A. de C.V.
197. National Maintenance & Repair, Inc.
198. Nortrak-Damy Cambios de Vía S.A.P.I. de C.V.
199. Novum Energy Trading Inc.
200. Novum México Trading S. de R.L de C.V.
201. Nylco Mexicana, S.A. de C.V.
202. Omega Industries, Inc.
203. One Mali, S.A. de C.V. (OMA)
204. Optimus Electrolineas S.A. de C.V.
205. Pat Baker Company, Inc.
206. Patton Industrial Services
207. Pegaso Tencologia
208. Pennsylvania Rail Car Co.
209. Pentaquark Empresarial S.A. de C.V.
210. Petro Industrial, S.A. de C.V. (PINSA)
211. Petrogas Corporation, S.A. de C.V.
212. Piezas Industriales Monterrey, S.A.
213. Poligoma S. de R.L.
214. PowerRail Distribution, Inc.
215. Private Security Contractors de México, S.A. de C.V.
216. Procesos Ambientales Alfa, S.A. de C.V.
217. Proceti IT Services

218. Productos y Estrategias del Noreste
219. Progress Rail Maintenance de Mexico S.A. de C.V.
220. Prottsa, S.A. de C.V.
221. Proveedora Tornillera, S.A. de C.V.
222. Proyectos Ambientales y Servicios Ecológicos Integrales Ecohabitat, S.A. de C.V.
223. Proyectos y Estudios Ferroviarios, S.A. de C.V.
224. QD Ingenieria Mantenimiento En Aire Comprimido, S. de R. L. de C.V.
225. Quimica Logistics S.A. de C.V.
226. Quinta Real Monterrey
227. R. H. Little Company
228. Rail Plus, LLC
229. RailPros
230. Railtech Calomex, S. de R.L. de C.V. (Pandrol Mexico)
231. Raloy Lubricantes, S.A. de C.V.
232. Red Flag Cargo Security Systems LLC
233. Refrisa Aire, S.A. de C.V.
234. RIOLIM S.A de C.V.
235. Rivero Linda Vista S.A. de C.V.
236. Robledo Constructora, S.A. de C.V.
237. Rocla Concrete Tie, Inc.
238. Rocore
239. Rodamientos y Accesorios S.A de C.V.
240. Rvv de San Luis S.A. de C.V.
241. Sabisu Telecomunicaciones S. de R.L. de C.V.
242. Salud Ocupacional Ramazinni
243. Servicios de Autotransporte Mexicano S.A. de C.V.
244. Servicios de Seguridad Privada y Limpieza Del Noreste S.A. de C.V.
245. Servicios Ferroviarios de Norteamérica S.A. de C.V.
246. Servicios Integrales de Capacitación y Administración de Salud en el Trabajo S.C.
247. Servicios Intersec S.A. de C.V.
248. Silicas Potosí
249. Snyder Equipment
250. Soldaduras y Superaleaciones, S.A. de C.V.
251. Solin & Equipos, S.A. de C.V.
252. Solucion e Ingenio S.A. de C.V.
253. Soluciones en Ingeniería y Manufactura S.A. de C.V.
254. Soluciones Integrales en Proteccion Personal, S.A de C.V. (SIPPSA)
255. Soluciones RGR S.A. de C.V.
256. Sonav, S.A. de C.V.
257. Surtidora Industrial
258. Tania Guadalupe Ovalle Villarreal
259. TCS 365, LLC
260. Technology Group Solutions

261. TeleComunicaciones JR, S.A. de C.V.
262. TESSCO Technologies Inc.
263. The Greenbrier Companies, Inc.
264. Tolmaz Serviciois Integrales
265. Topografía Aguiñaga
266. Track Speq, S.A. de C.V.
267. Tracsa S.A.P.I. de C.V.
268. Transportes y Acarreos Modernos S.A. de C.V.
269. Transportes y Servicios Ambientales Ara S.A.de C.V.
270. TSIM Internacional S.A. de C.V.
271. TSO-NGE Mexico S.A. de C.V.
272. Tuberías, Accesorios y Recubrimientos, S.A. de C.V.
273. United Steel and Fasteners, Inc.
274. Useagility
275. Valor Motriz S. de R.L. de C.V.
276. Villarreal Express S.A. de C.V.
277. Vilt Construcciones S.A. de CV.
278. Vintelligent, Inc.
279. VISE S.A. de C.V.
280. W. T. Byler Co., Inc.
281. Wabtec Mexico Corporation
282. Wellington

STATEMENTS SUPPORTING PROPOSED VOTING TRUST

1. Alabama Export Railroad, Inc. (ALE)
2. Alliance Wheel Services LLC
3. Canatal Industries, Inc.
4. ISAAC Instruments Inc.
5. JL Energy Corp.
6. MEDLOG CANADA INC.
7. Mississippi Export Railroad Company (MSE)
8. Nova Grain Inc.
9. Parsec, Inc.
10. Phoenix Paper Wickliffe, LLC
11. Pipe and Piling Supplies Ltd.
12. Services Nolitrex Inc.
13. VPC Group Inc.
14. ZIM Integrated Shipping Services (Canada) Co. Ltd.
15. Indorama Ventures Polymers Mexico, S. de R.L. de C.V.
16. Koppers
17. The Greenbrier Companies, Inc.
18. Toplift North America

CERTIFICATE OF SERVICE

I hereby certify that on this 2nd day of June, 2021, a copy of the foregoing Joint Submission of 300 Statements Supporting Proposed Transaction And/Or Voting Trust was served by email or first class mail on the service list to Finance Docket No. 36514.

/s/ Matthew J. Warren
Matthew J. Warren

Office of the Governor
State of Louisiana

JOHN BEL EDWARDS
GOVERNOR

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May 25, 2021

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

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

Dear Chairman Oberman:

Recently, Canadian National (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 21st century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States. I believe that this combination would serve Louisiana well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in the southeastern part of the state as well as an East-West corridor across North Louisiana.

For many years, CN has been an integral part of the transportation system in Louisiana. Their freight railroad safely and reliably connects state and regional businesses, large and small, to markets around the world. The state's intermodal opportunities are key to our continued success and remaincritical parts of the state's Transportation Master Plan. Perhaps more importantly, as one of the six class I rails providers that serve our state, CN offers a sustainable transportation alternative to trucks in critical corridors such as I-10 – the more products we move by rail, the more we can help reduce greenhouse gas emissions and free up capacity on already congested roads and highways.

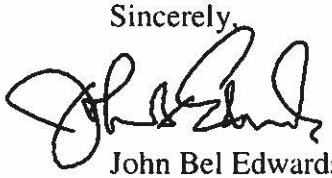
I have worked with CN for many years, and appreciate their responsiveness and openness to the needs of local residents. In fact, the CN tracks traverse my hometown, Amite, Louisiana. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in everyone community where it operates. I am most intrigued by the opportunities this acquisition affords Louisiana as it relates to passenger rail in the Baton Rouge to New Orleans corridor that is currently owned by Kansas City Southern.

My administration has been, and remains committed to advancing a balanced rail agenda that supports passenger based services, short-line operators, and Class I Operators, as each of them play a role in the state's economic competitiveness. My administration, thru the Louisiana

Department of Transportation & Development, is committed to being a partner, financially and through substantive transportation policy, where appropriate. Additionally, I suggest that advancing a multi-service approach to rail will garner support through the Multi-state Southern Rail Commission and Louisiana's multi-parish Super Regional Rail authority.

Finally, I was encouraged by the STB's decision to approve the Voting Trust for CN's proposed acquisition of KCS and urge the STB to promptly reach the same decision with respect to the identical Voting Trust put forward for CN's proposed acquisition of KCS. Approving both Voting Trusts will allow KCS to choose the bid it judges to be best for its shareholders. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,



John Bel Edwards
Governor

cc: Honorable Pete Buttigieg, Secretary, U. S. Department of Transportation
Shawn D. Wilson, Secretary, Department of Transportation & Development
Renee Lapeyrolerie, Multi-Modal Commissioner
Don Pierson, Secretary, Louisiana Economic Development

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Congress of the United States
House of Representatives
Washington, DC 20515-4209

COMMITTEE ON THE JUDICIARY
SUBCOMMITTEES:
CHAIR – CONSTITUTION, CIVIL RIGHTS AND CIVIL LIBERTIES
COURTS, INTELLECTUAL PROPERTY, AND THE INTERNET
CRIME, TERRORISM AND HOMELAND SECURITY

COMMITTEE ON TRANSPORTATION AND INFRASTRUCTURE
SUBCOMMITTEES:
AVIATION
HIGHWAYS AND TRANSIT
RAILROADS, PIPELINES AND HAZARDOUS MATERIALS
WATER RESOURCES AND ENVIRONMENT

NATURAL RESOURCES COMMITTEE
SUBCOMMITTEES:
OVERSIGHT AND INVESTIGATIONS
WATER, OCEANS, AND WILDLIFE

COMMISSION ON SECURITY AND COOPERATION IN EUROPE (U.S. HELSINKI COMMISSION)

May 28, 2021

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

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

Dear Chairman Oberman,

Recently, Canadian National and Kansas City Southern announced they would combine to create the premier railway for the 21st century, connecting ports in the United States, Mexico, and Canada to facilitate trade and economic prosperity across the United States. I believe that this combination would expand the collective reach of both railroads and bring new, sustainable transportation solutions to businesses in Memphis, TN and the Midsouth.

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

I have worked with Canadian National for many years and appreciate their responsiveness and openness to the needs of residents. Canadian National has operated in the United States for more than 100 years and is committed to being a strong local partner in every community where it operates. Also, an added benefit of this new transaction will be the streamlined ability for Canadian National's customers to ship and receive goods between Memphis and the Midsouth, Texas, Louisiana, Kansas, M and major locations throughout Mexico, thereby more efficiently linking Memphis manufacturers to growing markets.

Finally, I was encouraged by the Surface Transportation Board's decision to approve the voting trust for Canadian Pacific's proposed acquisition of Kansas City Southern
and hope the STB will promptly reach the same decision with respect to the identical voting trust put forward for Canadian National's proposed acquisition of Kansas City Southern. Approving their voting trust will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National. For all of the reasons outlined above, I strongly urge you and the Board to give the proposal every consideration.

As always, I remain,

Most sincerely,



Steve Cohen
Member of Congress

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

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

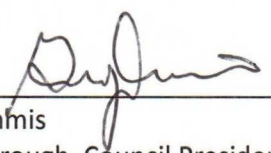
Dear Chairman Oberman:

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

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

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in everyone community where it operates. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,



Greg Hemmis
Albion Borough, Council President

City of Memphis
TENNESSEE

JIM STRICKLAND
MAYOR

May 25, 2021

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

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

Dear Chairman Oberman:

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

For many years, CN has been an integral part of the transportation system in Memphis. Their freight railroad safely and reliably connects businesses, large and small, to markets around the world. I have worked with CN during my tenure as Mayor and appreciate their willingness to work with my Administration on the needs of local residents. CN has operated in the U.S. for more than 100 years and has demonstrated a commitment to be a strong local partner in Memphis.

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

Sincerely,

Jim Strickland

cc: Parties of Record

Suite 700 • 125 N. Main Street • Memphis, Tennessee 38103-2078 • (901) 576-6000 • FAX (901) 576-6018

Village of
University Park

Joseph E. Roudez III
MAYOR

Dorothy R. Jones, MMC
VILLAGE CLERK

BOARD OF TRUSTEES
Elizabeth Williams
Theaplise Brooks
Curtis McMullan II
Shirley A. Bolding
Sonia Jenkins-Bell
Donzell Franklin

Ernestine
Village Manager

James H. Ellis
VILLAGE TREASURER

May 26, 2021

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

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

Dear Chairman Oberman:

Recently, Canadian National and Kansas City Southern announced they would combine to create the premier railway for the 21st century, connecting ports in the United States, Mexico, and Canada to facilitating trade and economic prosperity across the United States. I believe that this combination would expand the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in University Park, Illinois and throughout the Chicago region.

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

I have worked with Canadian National for many years and appreciate their responsiveness and openness to the needs of residents. Canadian National has operated in the United States for more than 100 years and is committed to being a strong local partner in every community where it operates.

Finally, I was encouraged by the STB's decision to approve the voting trust for Canadian Pacific's proposed acquisition of Kansas City Southern and urge the STB to promptly reach the same decision with respect to the identical voting trust put forward for Canadian National's proposed acquisition of Kansas City Southern. Approving their voting trust will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National. For all of the reasons outlined above, I strongly support Canadian

National's proposed combination with Kansas City Southern and urge you and the Board to give the proposal every consideration.

Sincerely,

Joseph Roudez III
Mayor
Village of University Park

cc: Parties of Record

COMUNICACIONES
SECRETARÍA DE COMUNICACIONES Y TRANSPORTES

VERACRUZ

Direccion General

Memorándum API D.G. 250/2021
H. Veracruz, Ver., a 31 de mayo de 2021

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

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

Estimada Señora Brown,

ING. ROMEL EDUARDO LEDEZMA ABAROA, en mi carácter de Director General de **Administración Portuaria Integral de Veracruz, S.A de C.V.,** concesionaria del Puerto de Veracruz, con domicilio Av. Marina Mercante 210, 7° piso, Col. Centro, Veracruz, Ver., correo electrónico: direccion@puertodeveracruz.com.mx; ante usted con el debido respeto expongo lo siguiente:

Me permito hacer de su conocimiento que la empresa Kansas City Southern (KCS), es un socio estratégico para el desarrollo del puerto de Veracruz. Prestando el servicio ferroviario de carga al centro y norte de México, de manera eficiente y segura, siendo un actor importante en el desarrollo de Veracruz.

Es por ello que esta Entidad considera que una combinación de Canadian National y Kansas City Southern nos ayudaría a incrementar el potencial competitivo de este puerto, proporcionando beneficios a las tres naciones de México, Estados Unidos y Candá. El sólido historial de éxito de KCS brindando un servicio superior, capacidades intermodales y seguridad, nos da la confianza de que una combinación de Canadian National y Kansas City Southern estará en la mejor posición para satisfacer nuestras necesidades.

Desde nuestra perspectiva, la combinación de CN – KCS, promete proporcionar servicios de transporte de mercancías más amplios que seguramente incrementarán la conectividad ferroviaria, lo cual facilitará el tránsito de carga y ayudará a disminuir los tiempos de traslado a los principales puertos y centros de distribución en las costas del Golfo de México, el Atlántico y el Pacífico de los EEUU y Canadá, así como a los mercados claves, ayudando a los dueños de la carga a llegar tanto a los mercados existentes como a los nuevos de manera más eficiente.

Como Administración Portuaria, no tenemos dudas de que CN – KCS podrá integrar sus operaciones sin problemas en beneficio de los clientes ferroviarios y otras partes interesadas. Es por ello que

México 2021 Año de la Independencia

interés en dicha transacción que creemos proporcionará servicios ferroviarios más eficientes y confiables. Esto fortalecerá la competencia contra otros transportistas ferroviarios y otros medios de transporte, que dan servicio a nuestros mercados. Por ejemplo:

- Estamos particularmente entusiasmados con el papel que desempeñarán las nuevas rutas de una sola línea de CN – KCS, en la expansión del acceso a los mercados en crecimiento en Estados Unidos México y Canadá bajo el acuerdo comercial T-MEC (USMCA). Es importante que exista una verdadera opción del T-MEC.
- Las nuevas ofertas de servicios de CN – KCS, mejorarán los tiempos de tránsito y la confiabilidad, lo que reducirá los costos de nuestros equipos y mejorará nuestra eficiencia.
- Se fortalecerá la logística en la importación y exportación de materias primas y productos terminados.
- Se eliminarán costos que se ocasionaban a los clientes los cruces de ferrocarril que existían al entregar KCS a CN y viceversa.

Un elemento central de la oferta de Canadian National por Kansas City Southern que es el establecimiento de un fideicomiso con derecho a voto que beneficie a los accionistas de Kansas City Southern. Esta Administración Portuaria, apoya la aprobación del fideicomiso con derecho a voto de Canadian National. Canadian National propone la misma estructura de fideicomiso de voto que Canadian Pacific, que esa Junta aprobó recientemente con una modificación. Por las razones que el STB proporcionó al tomar su decisión, creemos que el fideicomiso de voto de Canadian National también debe recibir aprobación. Este resultado permitirá a los accionistas de Kansas City Southern tomar una decisión justa e informada sobre la combinación con Canadian National.
Por estas razones, La Administración Portuaria Integral de Veracruz S.A. de C.V. expresa un sólido apoyo a la combinación de CN y KCS, ya que mejorará la competitividad, brindará opciones ampliadas e impulsará la eficiencia para clientes de todos los tamaños. Administración Portuaria Integral de Veracruz, S.A. de C.V., insta al STB a aprobar el fideicomiso y la adquisición de KCS por parte de CN lo antes posible para que estos sistemas puedan integrarse y los beneficios de extremo a extremo de este acuerdo se puedan realizar en beneficio de todas las partes interesadas.

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

Lifting Global Trade
APM TERMINALS

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

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

My name is 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 Lázaro Cárdenas ("**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 the Mexico serving many destinations within the US. 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. The combination of the KCS with the CN promises to open up new options for efficient intermodal rail transportation all the way into America's Heartland. 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 U.S. West Coast ports.

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

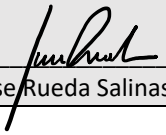
Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. APMT Lazaro supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

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 CN/KCS combination would likely result in these positive attributes and therefore APMT Lazaro supports the CN/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 May 28, 2021


_____ [Signature]
Jose Rueda Salinas

Lifting Global Trade
APM TERMINALS

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

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

My name is Brian Harold and my business address is 901 Ezra Trice Blvd, Mobile, AL 36603. I am the Managing Director of APM Terminals Mobile LLC ("**APMT Mobile**"). In my role, I am responsible for the operations and overall growth and business performance of APM Terminals, including our relationship with importers and other stakeholders.

APMT Mobile is a key gateway terminal on the Gulf Coast of the United States serving many destinations within the US. APMT Mobile 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 Port of Mobile. The combination of the KCS with the CN promises to open up new options for efficient intermodal rail transportation all the way into America's Heartland. 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 CN/KCS operation will be able to provide will expand our competitive options and open up new markets for APMT Mobile.

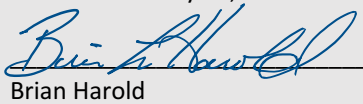
Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. APMT Mobile supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

APMT Mobile 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 CN/KCS combination would likely result in these positive attributes and therefore APMT Mobile supports the CN/KCS combination.

VERIFICATION

I Brian Harold, 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 May 27, 2021


[Signature]
Brian Harold

May 31, 2021.

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

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

Dear Ms. Brown:

The Mexican Association of Shipping Agents, Civil Association, "AMANAC" which is an association with more than 30 years of experience providing service and advice to all those involved in maritime, rail and foreign trade transport in Mexico, in which it has been a KCS participant for 26 years.

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

CN has a strong track record of success with good service, intermodal and safety which gives confidence in a combination of CN-KCS. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

AMANAC, as a representative of the main stakeholders of Foreign Trade in Mexico, recognizes that KCS has facilitated intermodal transportation that relates to Mexican Foreign Trade, and has proven to be a responsible, efficient and honest company.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will likely result in a faster, safer and more economical rail option whith less depence on trucks.

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

For example:

- The combined company's single-owner, single-operator service would benefit the transfer of merchandise from our partners that includes Foreign Trade within Mexico and worldwide.

FONASBA C.I.A.N.A.M. concamin
ASOCIACIÓN MEXICANA DE AGENTES NAVIEROS, A.C.
Ejército Nacional Mexicano No. 115, Col. Verónica Anzures, Del. Miguel Hidalgo,
C.P. 11300, México, D.F.
Tels.: 5523-4455, 5523-0522
amanac@amanac.org.mx www.amanac.org.mx

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

- Further development, the increase in freight transport capacity will likely be beneficial to customers (including from a speed, cost and enviromental perspective).

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. AMANAC supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, AMANAC believes CN's voting trust should also receive approval. This outcome will likely allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

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

Sincerely,

Mexican Association of Shipping Agents, Civil Association, "AMANAC"



Lic. Miguel Ángel Andrade Gómez
Managing Director

Cc: Parties of Record

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

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

Dear Ms. Brown:

Barry Callebaut LLC is a company that produces chocolate and buys cane sugar in Mexico and the USA using railroad as the best logistic option to deliver our different facilities in the US. For us KCS and NC services has been really good and helpful with an excellent business relationship over the past years 2016-2021.

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

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

Our company need services to transport ingredients that we may need or we may shipped to our clients and is an essential service for us to use the railroad, we had some routes that are well handle by KCS and CN that we already used and well keep using.

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Barry Callebaut LLC from Mexico to Chicago

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

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Barry Callebaut LLC] unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

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

Sincerely,



Barry Callebaut LLC
Julio Morfin
Sugar Sourcing Director

cc: Parties of Record

Bright Wood®
Quality Millwork

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

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

Dear Ms. Brown:

Bright Wood is the largest independent manufacturer of window and patio door components and engineer dimension lumber in the US. Bright Wood deals with CN rail for our transportation needs and is extremely satisfied of the service.

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

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

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

For example:

- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway. Compared to other transportation modes, rail is the most fuel-efficient method of moving freight over land. CN can help customers reduce GHG emissions by leveraging rail for the long haul and trucking over shorter distances

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

- Additionally, CN has a record of superior service at the borders, as well as more experience and greater success with intermodal, reducing friction for customers across geographies and transportation modes that it would leverage and apply to KCS's business.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Bright Wood unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

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

Sincerely,

Tim Stovall
Operations MGR

cc: Parties of Record

Constellation Brands

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

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

Dear Ms. Brown:

Constellation Brands (NYSE: STZ and STZ.B), a Fortune 500® company, is a leading international producer and marketer of beer, wine and spirits with operations in the U.S., Mexico, New Zealand, Italy and Canada. Constellation is the No. 3 beer company in the U.S. with high-end, iconic imported brands such as the Corona and Modelo brand families and Pacifico. Its high-quality, premium wine and spirits brands include the Robert Mondavi, and The Prisoner Wine Company brand families, Kim Crawford, Ruffino, Meiomi and SVEDKA Vodka. The company's portfolio also includes a collection of high-rated, high-end brands such as SIMI and Mount Veeder Winery wine brands, High West Whiskey and Casa Noble Tequila, as well as new premium wine innovations such as Cooper /Thief and Spoken Barrel.

On the beer side, Constellation Brands is the largest user of the 50' standard boxcar shipping beer and using of other type of railcars to transport raw materials such as malt, grits, soda ash. In FY21, Constellation Brands moved approximately 68,000 loads just of finished goods into 17 Regional Distribution Centers and 12 different direct wholesalers within the United States. Within the railroad network, Constellation Brands does business with several Class I railroads (BNSF, CSX, NS, UP), with Class II regional railroads (FEC) and local railroads (NYA, PJR, SJVR, FCR)

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

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

Although today Constellation Brands does not use the services of CN/KCS on the finished goods, CN is the originating railroad for some raw materials. We believe the combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, opening new alternatives for future opportunities on the inbound materials as well as the finished goods.
- The merger will provide seamless North South connectivity which help future integrate North American supply chains, in particular for our inbound materials.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Constellation Brands unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

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

Sincerely,





Cristina Romo Slowik
Director, Transportation
Constellation Brands Beer Division - Chicago
Outbound Logistics

Emely Lopez
Director, Logistics and Transportation
Constellation Brands Beer Division - Mexico
Inbound Logistics

cc: Richard N. Lents, VP Logistics and Distribution, CBI
Felix E. Loza, VP Planning & Procurement, CBI
Edgar Guillaumin, VP, Chief of Staff, CBI



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

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

Dear Ms. Brown:

COSCO SHIPPING LOGISTICS is a current customer of both CN and KCS and our partnership allows us to smoothly and efficiently ship customer orders throughout the US, Canada and Mexico.

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

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of products from origin Chicago area to Canada and Dallas area to different parts of Mexico.

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

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. COSCO SHIPPING LOGISTICS unequivocally supports approval of CN's voting trust. CN proposes the same voting

trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

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

Sincerely,

Timothy E. Marsh

Executive Vice President

COSCO SHIPPING LOGISTICS (NORTH AMERICA) Inc.

100, Lighting Way, Secaucus, NJ 07094

Phone: (201) 422-8873

Cell: (201)293-9855

E-mail: tmarsh@coscologam.com

cc: Parties of Record

DEACERO, S.A.P.I de C.V.
Ave. Lázaro Cárdenas 2333
San Pedro Garza García, NL
MEXICO 66260
www.deacero.com



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

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

Dear Ms. Brown:

DEACERO SAPI DE CV is a steel manufacturer, with mills, wire facilities, scrap yards and distribution centers in all México and in the United States

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

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

We have a strong relation with KCSM, KCS and CN moving scrap from USA to México, and finish products as rebar, beams and wire rod between México and exports shipments to USA and Canada

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of SETEEL from México to Canadá

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

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. DEACERO SAPI DE CV unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

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

Sincerely,



DEACERO SAPI DE CV
ARTURO RODRIGUEZ
SENIOR TRANSPORT MANAGER
05/26/2021

cc: Parties of Record

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

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

Dear Ms. Brown:

Essity North America is dedicated to improving the well-being of our customers through our leading hygiene and health solutions. Specifically, in North America essity holds a significant market position in both Incontence and Professional Hygiene markets with our leading brands Tork and Tena. Essity and CN have partenered for many years throughut North America, creating value for essity customers with timely and competitive logistics solutions.

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

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

Specifically, essity and our customers could benefit from an integrated rail solution between the US, Canada, and Mexico that simplifies the supply chain for goods moving throughout North America. This is especially important as essity continues to strengthen our bough in finished goods portfolio to meet increasing demands for hygiene solutions resulting from the Covid-19 pandemic.

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

For example:

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

We are Essity - formerly SCA Hygiene
Essity North America
P.O. Box 2400
Neenah, WI 54957
www.essity.com

shipments of finished products and raw materials from Mexico and the US to Canada.

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

- Additionally, the change helps maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service and also a more stable alternative to cross border truck transportation

- Compared to other transportation modes, rail is the most fuel-efficient method of moving freight over land and the preferred mode for essity over longer hauls cross border which is in line with the essity sustainability mission

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Essity unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

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

Sincerely,

Adam Vander Zanden
Distribution Manager – Essity North America

cc: Parties of Record

Sincerely,



We are Essity - formerly SCA Hygiene
Essity North America
P.O. Box 2400
Neenah, WI 54957
www.essity.com

EXPOR
SAN ANTONIO

Cynthia T. Brown

Chief, Section of Administration

Office of Proceedings

Surface Transportation Board

395 E. Street, S.W.

Washington, DC 20423-0001

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

Dear Ms. Brown:

Expor San Antonio S.A. De C.V. is [user of CN reefer containers service since Bajio area in México going to Canada with Frozen vegetables.

Expor San Antonio S.A. De C.V supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

We need to continue with aour rial transport services now with CN but we are looking forward to have rail service with refrigerated cars either woith BN or UP or CRYX wit rail service we believe this is a competitive plus.

EXPOR SAN ANTONIO, S.A. de C.V.
Rancho Fracción Los Organos s/n C.P. 38260 Apdo. Postal 16 Villagrán Gto. México Tel: (461) 598-66-00 Fax: (411) 155.20.96
www.esa.com.mx

EXPOR
SAN ANTONIO

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

For example:

• The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of frozen vegetables from Bajio area in Mexico to USA to Canada.

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

• We can cover a segment market where the transit time could be used as "storage" stock in transit and be more competitive to pur customers requests of price and continue quality service deliveries.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. EXPOR SAN ANTONIO, S.A. De C.V.. unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

EXPOR SAN ANTONIO, S.A. de C.V.
Rancho Fracción Los Organos s/n C.P. 38260 Apdo. Postal 16 Villagrán Gto. México Tel: (461) 598-66-00 Fax: (411) 155.20.96
www.esa.com.mx

EXPOR
SAN ANTONIO

To ensure fair and transparent review of CN's voting trust, EXPOR SAN ANTONIO, S.A. De C.V. also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

EXPOR SAN ANTONIO, S.A. De C.V. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

FELIX O. ZUNIGA
LOGISTICS MANAGER

cc: Parties of Record

EXPOR SAN ANTONIO, S.A. de C.V.
Rancho Fracción Los Organos s/n C.P. 38260 Apdo. Postal 16 Villagrán. Gto. México Tel: (461) 598-66-00 Fax (411) 155.20.96
www.esa.com.mx

GLC Great Lakes Central Railroad

600 Oakwood Avenue, P.O. Box 550
Owosso, MI 48867-0550
Phone (989) 725-6644 · Fax (989) 723-8226

May 21, 2021

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

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

Dear Ms. Brown:

Great Lakes Central (GLC) is a regional railroad operating 400 miles of track in Michigan's lower-peninsula. We interchange directly with Canadian National (CN) in Durand, MI. As GLC is a progressive growing railroad where we've more than doubled our carload traffic through our business development efforts, we're always looking to find ways to expand our customer's markets. GLC supports CN's acquisition of KCS because of the superior benefits a single-line CN-KCS railway would bring by offering faster, safer, cleaner and more direct service to KCS points in the US and Mexico. CN has multiple interchange points with KCS, making the union a good fit. We hope CN's acquisition of KCS will open up new opportunities for our customers and us.

Sincerely,

Mark Nagy
Vice President of Marketing

CC: Parties of Record

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

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

Dear Ms. Brown:

HCT (Hamilton Container Terminal) is a partner with CN whom we not only support for rail car moves but also utilize their services for our container exports and imports business to various international origins and destinations. Our business relation with CN goes a long way (over a decade) and we are a proud partner.

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

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

Currently we import and export metal and serve USA/Mexico markets. Such a merger will enhance our market coverage and a better product to serve the trade.

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

For example:

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

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

- Will allow us to expand our coverage to other North American Markets

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. HCT unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we

believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

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

Sincerely,



Amandeep Kaloti
(Founder and CEO)

cc: Sanjeev Saraf (Commercial Director, HCT)
Imtiaz Sirajuddin (Director Finance and Operations)

May 26, 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 Canadian National (CN) 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 CN and KCS.

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 "CN+KCS" 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 hereby request that the STB approves the CN-KCS transaction and the voting trust that has been proposed. We hope to see the benefits for our industry come to light as soon as possible.

Yours truly,

Bruno Pietrobon
President
Holden America IL, LLC

6235 SOUTH OAK PARK AVE., CHICAGO, IL, 60638 – TELEPHONE: (708) 552-4000 – EMAIL : info@holdenamerica.com

LION ELECTRIC

Saint-Jérôme, June 1, 2021

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

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

Dear Ms. Brown:

Lion Electric (Lion) is a key partner in helping CN reduce its carbon footprint by transitioning CN's truck fleet from diesel to all-electric zero-emission trucks. To date, CN has purchased 50 all-electric trucks from Lion, which will be coming online in the near future – a demonstration of CN's leadership and vision in decarbonizing freight throughout its chain of operations.

Lion Electric supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. As a company with a significant footprint in both Canada and the USA, we can understand that there may be potential benefits to be had by streamlining inter-network rail trade.

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

We are also very supportive of the positive impact of converting long-haul diesel truck freight to rail on our environment, while simultaneously working to convert existing additional intermodal trucking operations (i.e. railyard trucking) to zero-emission. Additionally, because intermodal trucking operations are complementary to rail transport – in that intermodal freight is needed to move cargo to/from the trains themselves – decarbonizing these short haul fleets is equally important to reducing use of long-haul diesel freight, be it by transitioning to rail or adopting increasingly advanced zero-emission technologies. Currently, long-haul diesel trucks emit a higher concentration of pollution per-mile versus Tier 4 and 5 standard locomotives, according to CARB.

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

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition. Lion Electric also supports unequivocally the approval by the STB of Canadian National's voting trust.

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

Sincerely,



Marc Bedard
CEO and Founder
Lion Electric

cc: Parties of Record

LEPAGE MARCIL DAVID
FORENSIC ACCOUNTANTS INC.

1000 De La Gauchetière Street West
Suite 2400
Montréal (Québec) Canada
H3B 4W5

alain.david@lmd-cpa.com
514-664-4747, ext. 300

May 27, 2021

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

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

Dear Ms. Brown:

LMD Forensic Accountants Inc. is a firm dedicated exclusively to the practice of forensic accounting. Our boutique-firm offers services to CN in the following areas: Business Interruption Insurance Claims, Litigation Support – Quantification of economic prejudice and Investigation of suspicions or allegations of irregularities or fraud and corruption.

LMD Forensic Accountants Inc. supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner and more direct service for North-South trade – and help achieve the potential of the USMCA. Together, Canadian National and Kansas City Southern will seamlessly connect ports and rails in the United States, Mexico and Canada and provide superior service, enhanced competition and new market access to move goods across North America efficiently and safely. Additionally, Canadian National's successful track record of acquisitions over the past 25+ years also provides assurance that Canadian National will effectively and seamlessly be able to integrate and partner with Kansas City Southern.

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

Central to Canadian National's bid to combine with Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. LMD Forensic Accountants Inc. unequivocally supports the approval of Canadian National's voting trust. Canadian National proposes to use the same voting trust structure as Canadian Pacific Railway, which the Board approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. The approval of Canadian National's voting trust will allow Kansas City Southern shareholders to make a fully informed decision when placing their votes to approve the transaction, and upon approval, to receive the full value of their shares while the STB considers Canadian National's case for a combined, end-to-end rail network.

LMD Forensic Accountants Inc. is confident in and strongly supports Canadian National's proposed combination with Kansas City Southern for all of the reasons as stated above. We hope to see the premier railway for the 21st century come to life.

We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

Sincerely,

LEPAGE MARCIL DAVID
FORENSIC ACCOUNTANTS INC.

Alain David, CPA, CA, CFE, CFF
Managing Director

cc: Mtre Gilles Legault – CN – Legal Affairs

Logistec Stevedoring Inc.
600 rue de la Gauchetière Ouest, 14e
Montréal, Québec H3B 4L2

Phone (514) 844-9381
Fax (514) 842-1262
Web logistec.com

LOGISTEC

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

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

Dear Ms. Brown:

Logistec Stevedoring is a long-standing business partner of CN, serving mutual customers from its various ports and terminals in Canada and the US.

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

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

As a CN business partner, we work closely with CN and its affiliates to assist our mutual customers with their various transportation needs, be they in bringing raw materials to their facilities, or to ship their products or commodities to market.

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of the various commodities that we unload in Eastern Canada, and in Thunder Bay, for final shipment into the South Western US and Mexico

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

- Logistec operates at over 60 marine ports and terminals predominantly on the East Coast of both Canada and the US, as well as in the Gulf of Mexico. The new CN/KCS rail network would provide Logistec's customers with access to markets in Mexico, something that we cannot provide them with today.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Logistec Stevedoring unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

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

Sincerely,



Rodney Corrigan
President
Logistec Stevedoring Inc.

cc: Parties of Record

Modular Fabrication Inc.
67 General Manson Way,
Miramichi, NB E1N 6K6
Phone: (506) 622-1900 Fax: (506) 622-1936

MODULAR FABRICATION

Cynthia Brown

May 28, 2021

Chief, Section of Administration

Office Proceedings

Surface Transportation Board

395 E. Street, S.W.

Washington, DC 20423-0001

Dear Ms Brown :

RE: AN's acquisition of KCS (docket FD 36514)

As a small steel fabrication located in Eastern Canada we welcome the news of CN's acquisition of KCS. The merger of these 2 railways will enhance the flow of goods in an orderly, efficient and cost effective manner from as far away as the USA gulf coast.

We see this as an opportunity for increased sources of steel from some of the major steel mills "down south" which will undoubtedly increase our competiveness. We are located far from the major US steel producers and with this merger our landed cost of raw materials will improve.

CN has serviced our needs for a number of years and their range of services will be greatly enhanced by this acquisition. CP does not serve our region so the proposed CPR merger would not have benefited our operations.

Not only will our supply chain be enhanced but also our ability to reach markets that were just too far away to reach in a cost effective manner using truck transport. This merger will help our business grow and we will be able to hire additional employees thus creating improved economic rewards to our employees and the greater community.

Modular Fabrication Inc.
67 General Manson Way,
Miramichi, NB E1N 6K6
Phone: (506) 622-1900 Fax: (506) 622-1936

We are excited about the prospects emanating from this merger and look forward to continue to work closely with CN to move our business forward. CN has always been a valued "partner" and we look forward to an even stronger relationship in the future.

Central to CN's bid for the KCS is the establishment of a voting trust that benefits KCS shareholders. We wholeheartedly offer our support to CN on the proposed CN – KCS rail merger and for the use of the voting trust structure in completing this transaction. We feel confident that CN will make this merger work for the benefit of small businesses such as ours.

Yours truly,

David Lobban

President

Napuck Salvage of Waupaca, LLC
255 Wendt Drive—Waupaca, WI 54981
Phone: (715) 256-0383—Fax: (715) 716-4679
Website: www.reserve-group.com

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

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

Dear Ms. Brown:

Napuck Salvage of Waupaca is a metal recycling entity that employs CN rail services to efficiently transport its products.

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

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

Napuck Salvage of Waupaca is also engaged in the act of recycling the CN's end of life railcars and track material helping to complete the circular recycling loop.

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

- The combined company's single-owner, single-operator service would potentially enhance our ability to be competitive in the markets in which we could potentially operate, benefiting our shipments of recyclable material from the upper Midwest to Mexico

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

- More potential to recycle.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Napuck Salvage of Waupaca supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Napuck Salvage of Waupaca also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

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

Sincerely,



Matthew Parker
V.P. Operations

NOVAPORTE LP
DEEP-WATER MEGA-TERMINAL | SYDNEY, CANADA

May 21, 2021
Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001
CC: Parties of Record

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

Dear Ms. Brown:

NovaPorte-NovaZone is a port and transportation hub located in Sydney Harbour, Cape Breton Island, Nova Scotia. Designed to be the greenest port in the Americas, the port will employ hydro, hydrogen, natural gas, offshore wind and tidal, solar, and biomass waste to energy power. Our port will accommodate container traffic along with bulk and ro-ro cargo. Providing green refueling and green marine services to cargo vessels, ferries, and cruise vessels calling at Sydney Harbour. The rail line from Sydney to Truro will be a platform for testing green locomotives driven by hydrogen. The ro-ro facility will be designed to support next generation electric vehicles. Central to our green energy strategy are plans to transfer cargo destined for the port from trucks to rail which is a safer, more reliable and environmentally sound solution.

Cargo to and from NovaPorte will be carried on CN's continental rail network. Therefore, CN's planned acquisition of the KCS Railway is of keen interest to Novaporte and all of Cape Breton. This acquisition will strengthen the US-Mexico-Canada Agreement and bring new efficiencies to the continental rail system. CN has a proven track record of successfully integrating acquired rail lines into larger and more efficient transportation systems.

NovaPorte and NovaZone is proudly led as a nation-to-nation project. Our Mi'kmaq First Nations equity partners are significant shareholders in NovaPorte-NovaZone. All 13 Mi'kmaq communities in Nova Scotia are shareholders in NovaZone and we write to you in partnership with our Mi'kmaq partners today.

In conclusion, we see the immense value and fully support CN's acquisition of KCS rail.

Sincerely,

Albert Barbusci, CEO
Novaporte

Chief Terry Paul
Membertou First Nation

Novaporte Limited Partnership
1 Place Ville Marie, Montreal, QC, Canada H3B 4M7
+1 (514) 889 5330
abarbusci@novaporte.ca

PANTOS LOGISTICS CANADA INC.

Cynthia T. Brown

Chief, Section of Administration

Office of Proceedings

Surface Transportation Board

395 E. Street, S.W.

Washington, DC 20423-0001

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

Dear Ms. Brown:

Pantos Logistics Canada INC is a global third-party Logistics Company. We use CN Worldwide Services to move our freight from South Korea into Canada. We also use TranX's services to move our freight within North America.

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

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

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

Key benefits include:

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

pantos LOGISTICS

- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway. Compared to other transportation modes, rail is the most fuel-efficient method of moving freight over land. CN can help customers reduce GHG emissions by leveraging rail for the long haul and trucking over shorter distances

- The merger will create new market reach and expand market options for both sourcing of inbound and outbound opportunities. This seamless North South connectivity will help further integrate North American supply chains.

- CN and KCS would provide shorter distances on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal, effectively creating a Greenway to compete with trucks from Mexico, through the US heartland to Canada.

- CN's safety culture, superior technology and operating experience would ensure safe operations across Canada, the U.S. and Mexico.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Pantos Logistics Canada INC. unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

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

Sincerely,



Eric Cho / Regional Manager

Pantos Vancouver | 7350 Wilson Ave. Unit 130, Delta, BC, V4G 1H3

Tel: (604) 278-0511 ext. 101 | Fax: (604) 278-0516 | eric.cho@pantos.ca

ISO 9001:2015 | 14001:2015 | OHSAS 18001:2007 certified

pantos LOGISTICS

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

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

Dear Ms. Brown:

For many years CN has been and integral part of the transportation system of Proteinas Marinas y Agropecuarias. The freight railroad and reliably connects Mexico businesses, large and small to Markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, CN offer a sustainable transportation alternative to trucks-the more products we move by rail-.

Proteinas Marinas y Agropecuarias S.A. de C.V. has worked with CN for many years and appreciate their responsiveness and openness to the need of local and international customer and suppliers. CNS has operated in U.S. for more that 100 years and is committed to being a strong local partners in everyone community where it operate.

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of [Porcine, and Poultry Meal] from [Canada] to [Mexico].

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

- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway.
- Create new market reach (expand market options) for both sourcing of inbound and outbound opportunities. (also could point out CN has a larger footprint which generates more possibilities).
- The merger will provide seamless North South connectivity which help further integrate North American supply chains
- Customers of both companies would benefit from faster, safer, more direct and more efficient service for North-South trade.
- We have the best environment record in the rail industry.
- CN consumes approximately 15% less locomotive fuel per gross ton mile than the industry average.
- CN invests in technology and is prepared to extend our recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.
- CN's safety culture, superior technology and operating experience would ensure safe operations across Canada, the U.S. and Mexico.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Proteinas Marinas y Agropecuarias S.A. de C.V.unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

Proteinas Marinas y Agropecuarias S.A. de C.V is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Lic. Ana Karina Iñiguez Marin
Managing Director

cc: Parties of Record

Rail Enterprises
4291808 Canada Inc.
5188 Raymond Renaud
St. Leonard, Quebec H1R 3Z3
Tel/Fax: 514-321-2988
Lucy.pulice@sympatico.ca

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

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

Dear Ms. Brown:

Rail Enterprises is a privately owned company that has had a working relationship with CN for close to 20 years. Rail Enterprises has an excellent working relationship with CN and is extremely satisfied with the services it has received throughout the years. Rail Enterprises ships freight cars as well as locomotives across North America and into Mexico, and prioritize shipping on CN lines because it is a class one railroad, with strict policies and procedures, ensuring safety at all times as well as delivery of equipment in a timely manner.

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

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

Rail Enterprises ships privately owned equipment by rail and would like to be able to ship across North America and right into Mexico via the KCS using one carrier which would simplify the entire process, following one carrier from start to finish.

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

For example:

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

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

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Rail Enterprises unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Rail Enterprises also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

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

Sincerely,

Lucy Pulice
Director

cc: Parties of Record

Resirene

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

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

Dear Ms. Brown:

RESIRENE is a proudly Mexican company with more than 40 years of experience and leadership in the POLYSTYRENE industry identifying ourselves by our excellent service lacing in countries like USA and CAN. Being our main point, the excellent service we have with our railway suppliers such as CN and KCS, giving us a very important support for our supply chain, being the two most important railways, due to the location of our customers.

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

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

Resirene always requests an agile, quality service without delays in each of its logistics providers, so having the benefit of a unified railway such as CN and KCS, gives us the option of being able to have a service of excellence and a better relationship with our clients for the use of the routes between MEX-USA-CAN

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

For example:

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

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. RESIRENE unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

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

Sincerely,



ANAID IRALA
LOGISTICS SPECIALIST

RioTinto

May 26th, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-000

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

Dear Ms. Brown,

Rio Tinto Aluminum (RTA) uses the rail services provided by Canadian National Railway Company (CN) and Kansas City Southern Railway Company (KCS) to deliver over 1.5 million metric tons of Aluminium products to North American customers every year. Timely deliveries and dependable service levels are essential to our success.

RTA supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer and more direct service for North-South trade. CN's track record of service and safety gives us confidence a combined CN-KCS would be best positioned to serve our needs.

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

Additionally, the CN-KCS railway would open new opportunities for RTA to supply customers in Mexico, an internationally competitive market for Aluminum.

RioTinto

RTA supports the approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

RTA appreciates CN's outreach since April 20 regarding the proposed KCS-CN combination. Their voting trust demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

John Robb
Senior Manager Logistics

cc: Parties of Record

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

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

Dear Ms. Brown:

Royal Canin Mexico S.A de C.V is client of CN & Kansas City for merchandise coming from Canada, our number of operation has been during this past year, the last year we end up working around 59 container and year today we have 14 operations, our relationship with the CN & Kansas City has grown and we spec to keep growing as our market is in this pandemic time.

Royal Canin Mexico S.A de C.V supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

We use CN/KCS in order to import finish good from Canada, as our Finish good is a highrisk merchandise treating of Pet Food, the risk to bring this by just truck have cost us several issues. At this point working intermodal for us has been beneficial in terms of service, time, and cost.

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



ROYAL CANIN
a division of Mars Petcare
Eukanuba ROYAL CANIN

Lago Zurich 245, Interior 1204.
Col. Ampliación Granada
Miguel Hidalgo, CDMX, México. C.P.11529
Tel: 55 58116062 / 800 0247764
www.royalcanin.com.mx
www.eukanuba.com.mx

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Pet food growing from 20% to 40%.

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

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Royal Canin S.A de C.V unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

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

Sincerely,

Royal Canin S.A de C.V
Evelyn Silva
Import Supervisor



ROYAL CANIN
a division of Mars Petcare

Eukanuba ROYAL CANIN

Lago Zurich 245, Interior 1204.
Col. Ampliación Granada
Miguel Hidalgo, CDMX, México. C.P.11529
Tel: 55 58116062 / 800 0247764
www.royalcanin.com.mx
www.eukanuba.com.mx

SAVINO DEL BENE

Global Logistics and Forwarding Company

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

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

Dear Ms. Brown:

SAVINO DEL BENE MEXICO S.A. DE C.V. is well related with Canadian National Railway Company, working together since 2019, they've been giving us good support with our export shipments from San Luis Potosí, Mex to Ontario Can.

SAVINO DEL BENE MEXICO S.A. DE C.V. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

We require intermodal services door to door from MEX / USA / CAN. in order to increase our capacity with import and export opportunities.

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of ONNERA from San Luis Potosí, Mex. to Ontario Can.

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

•A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway
•Create new market reach (expand market options) for both sourcing of inbound and outbound opportunities. (also could point out CN has a larger footprint which generates more possibilities)
•The merger will provide seamless North South connectivity which help further integrate North American supply chains
•Customers of both companies would benefit from faster, safer, more direct and more efficient service for North-South trade.
•CN knows how to grow intermodal and convert volume from road to rail
•CN invests in technology and is prepared to extend our recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.
•CN's safety culture, superior technology and operating experience would ensure safe operations across Canada, the U.S. and Mexico.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. SAVINO DEL BENE MEXICO S.A. DE C.V. unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

SAVINO DEL BENE MEXICO S.A. DE C.V. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Carlos Flores
Inland Pricing

cc: Parties of Record

SAVINO DEL BENE MEXICO,
S.A. DE C.V.
Av. Insurgentes Sur 800 Piso 15
Locales 1 y 2 Col. Del Valle
C.P. 03100 D.F
R.F.C. SBM 000609 616

SUNRISE METALS INC.
42 Keefer Court, Unit #2 Hamilton, ON L8E 4V4, Canada
Phone: (905) 544-4687 • Fax: (905) 544-7687
www.sunrisemetals.com • customerservice@sunrisemetals.com

Date: May 20, 2021

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

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

Dear Ms. Brown:

Sunrise Metals Inc. (SMI) is a partner with CN whom we not only support for rail car moves but also utilize their services for our container exports and imports business to various international origins and destinations. Our business relation with CN goes long way (over a decade) and we are a proud partner.

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

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

Currently we import and export metal and serve USA/Mexico markets. Such merger will enhance our market coverage and a better product to serve the trade.

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of secondary steel from USA to Canada.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Will allow us to expand our coverage to other North American Markets

SUNRISE METALS INC.
42 Keefer Court, Unit #2 Hamilton, ON L8E 4V4, Canada
Phone: (905) 544-4687 • Fax: (905) 544-7687
www.sunrisemetals.com • customerservice@sunrisemetals.com

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. SMI unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

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

Sincerely,

Satish Raut
CFO

United States Steel Corporation
Global Procurement
600 Grant St., Suite 2014
Pittsburgh, PA 15219
Phone: 412.433.2381
jmfoodyjr@uss.com

John M. Foody, Jr.
Vice President & Chief Procurement Officer

May 21, 2021

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

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

Dear Ms. Brown:

For 40+ years, United States Steel Corporation ("U. S. Steel") has been a shipper of iron ore, coke, aggregates, steel coils, and other materials with Canadian National ("CN"). Throughout our decades-long relationship, CN has proven to be a fair, efficient, and customer-focused carrier of materials and products vital to our steelmaking.

CN's proposal to establish a voting trust for the proposed CN-Kansas City Southern merger demonstrates the same customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust.

In short, U. S. Steel supports approval of CN's proposed voting trust for the proposed CN-Kansas City Southern merger.

Sincerely,



641-748-2670
PO Box 227
Northwood, IA 50459
www.viafield.com

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

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

Dear Ms. Brown:

Viafield is a 25 car shipper on the CN currently shipping corn and soybeans. The CN provides rail capacity to the gulf markets for export business as well as some closer river markets on the interior. We also ship to interior processor markets utilizing the CN.

Viafield support the combination of the CN and the KCS. We believe it will create faster, safer, cleaner and more direct service for the North-South trade. The combination will help achieve the potential of the USMCA.

We believe that a combination of the CN and the KCS would help us win in our markets. Canadian National's strong track record of success providing service and safety gives us confidence that a combined Canadian National-Kansas City Southern would be best positioned to serve our needs.

Viafield is a unique in currently having access to three Class I railroads, the CN, Union Pacific and Candain Pacific, as well as short line Iowa Northern Railway. Primarily we are weighted heavy on outbound verses inbound on shipments utilizing covered hoppers, but opportunities exist for more inbound fertilizer. Rail shipment are an integral part of our logistical plans and tie directly to our ability to do business. Rail shipments allow us to move large volumes in small time windows.

The combined company would create network with enhanced end-to-end single owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

For example:

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

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

- Customers of both companies would benefit from faster, safer, more direct and more efficient service for North-South trade.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Viafield unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Viafield is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

David Quisley
Grain Merchandiser
Viafield
dquisley@viafieldcom
Phone 641-748-2678
Cell 641-390-1185
www.viafield.com

Brian Ostlund
Transportation & Logistics Manager
Westaqua Commodity Group Ltd.
211-998 Harbourside Dr
N. Vancouver, BC
V7P 3T2

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

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

Dear Ms. Brown:

Westaqua is a CN customer, and has been for many years. We work with the CN to facilitate the trade and movement of agricultural commodities across the United States and Canada.

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

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

Westaqua has a consistent need for reliable rail service. Having the CN and the KCS as a single entity will allow us to better access and serve markets in other areas. This gives those customers potentially lower product cost and wider range of product options.

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

Westaqua unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers. We hope to see the premier 21st century railway come to life.

Sincerely,

Brian Ostlund
Transportation & Logistics Manager
Westaqua Commodity Group Ltd.

cc: Parties of Record

Forwarding inc.

"Si existiera un mejor servicio, nosotros lo daríamos"

GROUP Logistica y Servicios Aduanales, S.C.

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

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

Dear Ms. Brown:

3 Forwarding Inc. is been providing import-export, consulting and logistics services to KCS and its affiliates since 2016. Having an excellent level of communication and teamwork from both sides.

3 Forwarding Inc. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

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

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

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

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

"Si existiera un mejor servicio, nosotros lo daríamos"

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. 3 Forwarding Inc. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

3 Forwarding Inc. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Alam Lule
3 Forwarding Inc.
CEO

cc: Parties of Record

Accel Logistics

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

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

Dear Ms. Brown:

There is a relationship between Accel Logistics and Kansas since our line of business includes a transfer terminal. We receive material from Arkansas, receiving a satisfactory service, approximately 20 years of relationship between the parties.

Accel Logistics supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

We receive raw material from Kansas City Southern for unloading and storage services, cross dock and national distribution.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

For example:

1. The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments with all existing and new customers who do not have a track.

- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.

- The benefits accel receives is a timely service and that meets the standards

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Accel Logistics unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Accel Logistics is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Erwin Blobaum
Manager Operations of the north zone

cc: Parties of Record

Audi
Center Calzada del Valle



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

Referencia
Tema
Departamento
Teléfono
Fax
E-mail

Fecha

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

Dear Ms. Brown:

Audi Center Calzada del Valle
Calzada del Valle 340 Ote.
Col. Del Valle C.P. 66220
San Pedro Garza García,
N.L. México
Tel. 52 (81) 1257-0777

Acceso Automotriz, S.A. de C.V. is an Audi automotive dealership that supplies Kansas City Southern Railway car vehicles, SUV's, as well as parts and services, since 2013.

Acceso Automotriz, S.A. de C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

1851



Audi
Center Calzada del Valle
Acceso Automotriz S.A. de C.V.
Calzada del Valle 340 Ote.
Col. Del Valle C.P. 66220
San Pedro Garza García, N.L.
R.F.C. AAU021216R40
Tel: +52 (81) 1257 - 0777

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Acceso Automotriz, S.A. de C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Audi
Center Calzada del Valle

Acceso Automotriz, S.A. de C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Jessica Ivette Martinez Castro
Sales Specialist

cc: Parties of Record

Referencia
Tema
Departamento
Teléfono
Fax
E-mail

Fecha

Audi Center Calzada del Valle
Calzada del Valle 340 Ote.
Col. Del Valle C.P. 66220
San Pedro Garza García,
N.L., México
Tel. 52 (81) 1257-0777

1851

Audi
Center Calzada del Valle
Acceso Automotriz S.A. de C.V.
Calzada del Valle 340 Ote.
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San Pedro Garza García, N.L.
R.F.C. AAU021216R40
Tel: +52 (81) 1257 - 077

AEROPRES
CORPORATION

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

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

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

Dear Ms. Brown:

Aeropres Corporation has long term relationships with both the CN and KCS. As a shipper of liquefied petroleum gases, we have utilized both railroads to move products into and out of our Morris, IL, Somerville, NJ and Sibley, LA facilities.

Aeropres Corporation supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

Aeropres Corporation operates five liquefied petroleum gas and specialty chemical blending and terminaling facilities in the United States. We have two facilities in the Greater Chicago area, one served by the CN and the other by the NS. Our north Louisiana facility is served by KCS, and we have an East Coast facility served by the NS and a small west coast facility served by UP. We also operate a fleet of trucks that delver our products into our facilities and to our customer base. We also occasionally use T-50 ISO containers or DOT cylinders to move our products globally.

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.

- The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

- The combined company's single-owner, single-operator service would enhance our ability to move volumes between the Midwest and the Gulf Coast at a much more competitive rate than what currently exists. be competitive in the markets in which we operate, benefiting our shipments of liquefied petroleum gases from the Midwest to the gulf coast, and potentially open opportunities into Mexico.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Aeropres Corporation unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Sothern's shareholders to make a fair and informed decision on combining with Canadian National.

Aeropres Corporation is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Casey Rhymes
Director of Operations/Business Development

cc: Parties of Record

May 27, 2021

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

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

Dear Ms. Brown:

AGS SOLUTIONS, INC. is a long-term vendor supplying industrial cleaning solutions to the Kansas City Southern Railway Company.

AGS SOLUTIONS, INC. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

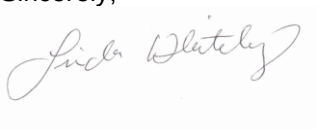
CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. AGS SOLUTIONS, INC. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

AGS SOLUTIONS, INC. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Linda Whiteley, Pres.
AGS Solutions, Inc. – *'working towards a cleaner world™'*

CC: Parties of Record

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

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

Dear Ms. Brown:

ALBEN SUMINISTROS SA DE CV is a company founded on december 2012, and working for KANSAS CITY SOUTHERN AND KCSM SERVICIOS SA DE CV since 2014, providing supplies of triple torsion, gaviones, installation of ciclonic net, civil construction, work, assembly, painting, etc.

ALBEN SUMINISTROS SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

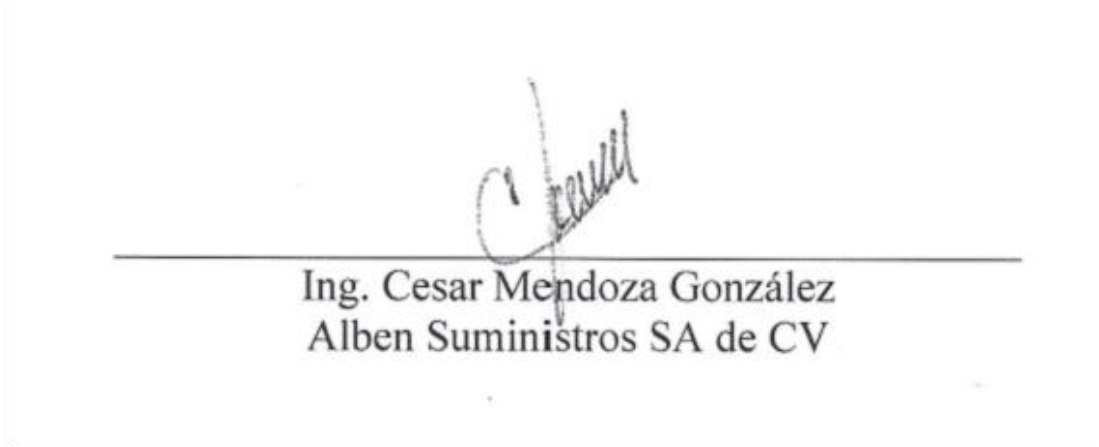
CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. ALBEN SUMINISTROS SA DE CV unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

ALBEN SUMINISTROS SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



cc: Parties of Record

ALBERO

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

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

Dear Ms. Brown:

Albero Corporación, S.A. is a company dedicated 100% to the manufacture of industrial uniforms, providing our uniform delivery service to Kansas City for more than 5 years.

Albero Corporación, S.A. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

ALBERO

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Albero Corporación, S.A. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Albero Corporación, S.A. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Alberto Garza Guajardo
Managing Director

cc: Parties of Record

La garantía de ALBERO es...
¡que es ALBERO!

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

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

Dear Ms. Brown:

ALEXA MARIAN RODRIGUEZ MORENO has been working with KCS since 2018, providing crew transportation services between Monterrey, Matamoros and Leal.

ALEXA MARIAN RODRIGUEZ MORENO supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. ALEXA MARIAN RODRIGUEZ MORENO unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

ALEXA MARIAN RODRIGUEZ MORENO is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Alexa Marian Rodriguez
Director

cc: Parties of Record

@com
Comunicaciones y Energia Sustentable

Corregidora, Qro. MEXICO. 76901
May 30, 2021

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

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

Dear Ms. Brown:

Alonso Comunicaciones is a Telecommunication service contractor supplier that is related with KCS railway since 2016, delivering services of Automatic Equipment Identification, Structured cable, Fiber Optic and Solar Power Plants installations.

Alonso Comunicaciones supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **Alonso Comunicaciones** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the

STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Alonso Comunicaciones is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Jesus Tizoc Alonso Anda
General Manager

cc: Dragytza Eugenia Gonzalez Villareal
cc: Juan Carlos Martinez Ramirez

alpenglow rail

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

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

Dear Ms. Brown:

Based in Denver, Colorado, Alpenglow focuses on investing in, developing, and managing freight rail businesses and related transportation assets across North America. Alpenglow currently owns four rail businesses, switches over 50,000 carloads per year, and provides customers a full suite of rail solutions including switching, railcar storage, transloading, and railcar cleaning in Canada and the U.S. Gulf Coast. USA Rail Terminals, Alpenglow's US brand has a rail terminal on the KCS in the heart of Port Arthur, Texas that has a capacity to store approximately 1,500 railcars and performs switching, storage and transloading for many KCS customers in the area.

Alpenglow supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

USA Rail's two properties switch over 30,000 carloads per year, provides over 1,500 railcar storage spots with capacity to expand to over 3,000 storage spots, and provides a full suite of rail solutions to a bule chip customer base including switching, transloading of liquid and dry bulk, and railcar repair and cleaning.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

For example:

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

Canadian operations in Sarnia, Ontario that are served by the Canadian Northern to our rail terminal in Port Arthur, Texas that is served by the KCS.

- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Alpenglow unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Alpenglow is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Rich Montgomery, CEO
Alpenglow Rail

cc: Parties of Record



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

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

Dear Ms. Brown:

AmSpec de Mexico S.A. de C.V. Inpection and Analysis

AmSpec de México supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. AmSpec de México unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently

approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

AmSpec de México is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

ING. HERON MOLINA FELIX

Managing Director

Redes y Servicios de Comunicaciones
Technology
AUDIO-VIDEO & COMPUTER SUPPORT
Ana Gricelda Muñoz Parra
Hacienda San Marcos 407 Fracc. Hacienda La Silla,
Guadalupe N.L.
Tel. 8116740613

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

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

Dear Ms. Brown:

Ana Gricelda Muñoz Parra supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Ana Gricelda Muñoz Parra unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will

allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Ana Gricelda Muñoz Parra is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Ana Gricelda Muñoz Parra

cc: Parties of Record

ANA PATRICIA HUERTAS DE LA RIVA
RFC. HURA880225GD1

TRANSPORTACION TERRESTRE DE PERSONAL

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

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

Dear Ms. Brown:

ANA PATRICIA HUERTAS DE LA RIVA has been working with KCS since 2015, providing crew transportation services in Valle de Mexico area.

ANA PATRICIA HUERTAS DE LA RIVA supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **ANA PATRICIA HUERTAS DE LA RIVA** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

ANA PATRICIA HUERTAS DE LA RIVA is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Ana Patricia Huertas
Director

cc: Parties of Record

CUAUHTÉMOC LOTE 18 EDIF C, DPTO. 503, COL. TLAYAPA TLALNEPANTLA DE BAZ 54120. ESTADO DE MÉXICO, MÉXICO
CEL. 5545443512

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

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

Dear Ms. Brown:

AOC INTEGRATED SERVICES is a supplier of Kansas City Southern de Mexico Servicios S.A. de C.V. providing services mainly of repair, maintenance and implementation of new projects at signalling area such as switch machines, Hydraswitch, COVR, DMC equipment, wayside warning devices, intermediate signals, lock and fence, hot box detectors, etc all of them are considered as turnkey projects wherever is required all over Mexico country since 2010 (www.aocservices.com.mx).

AOC INTEGRATED SERVICES supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. AOC INTEGRATED SERVICES unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive

approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

AOC INTEGRATED SERVICES is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Engr. Fernando Asael Castillo Morales
CEO AOC Integrated Services

cc: Parties of Record

ARGUINDEGUI OIL COMPANIES

Fueling your business since 1942

May 26, 2021

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

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

Dear Ms. Brown:

Arguindegui Oil Company is currently and has been a supplier of fuel for Direct to Locomotive and Direct to Storage services since January 2014.

Arguindegui Oil Company supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Arguindegui Oil Company unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Arguindegui Oil Company is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Alfonso L. Arguindegui
President & CEO

6551 Star Court · P.O. Box 1367 · Laredo, TX 78041 · Phone (956) 722-5251 · Fax (956) 727-7636
www.argpetro.com

Naucalpan Estado de México, May, 31 ,2021.

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

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

Dear Ms. Brown:

ARIZA DE MEXICO SA DE CV is encharge of coordinate and give to the customer the Fleet Management Solutions service since July 2019.

ARIZA DE MEXICO SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. ARIZA DE MEXICO SA DE CV unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

[COMPANY NAME] is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Ma Gabriela Garcia Brambila
Legal Rep

Asfaltos Asfacer
s.a. de c.v.

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

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

Dear Ms. Brown:

Asfaltos Asfacer sa de cv has been a supplier for services such as dirt works, rail expansion jobs and asphalt and maintenance surface on different locations since 2018, we have been pleased of working in different projects which have give us the opportunity to establish an excellent bond between us. We hope this new combination between the companies can make that bond stronger and hopping we might help in any way possible, we would like to thank you for considering our company as part of your team.

Asfaltos Asfacer sa de cv supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

Asfaltos Asfacer
s.a. de c.v.

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Asfaltos Asfacer sa de cv unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Asfaltos Asfacer sa de cv is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Fausto Cervantes Solis
COO & founder

Río Grijalva No.135 Col. Bellas Lomas C.P. 78210 San Luis Potosí S.L.P. Tel.01(444)8138504 www.asfalto.com.mx

ATR
Asfaltos y Terracerias de Rioverde S.A. de C.V.

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

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

Dear Ms. Brown:

Asfaltos y Terracerias de Rioverde, S.A. de C.V., It is a company that has a relationship with the supplier Kansas City Southern in the realization of dirt roads and civil works for the expansion and construction of road structures since January 2019

Asfaltos y Terracerias de Rioverde, S.A. de C.V., supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Flor de Azahar #710
Col. Jacarandas
R.F.C. ATR070716R85
C.P. 79610 Rioverde, S.L.P.
Tels. (487)872.72.52
y 872.82.35

ATR
Asfaltos y Terracerias de Rioverde S.A. de C.V.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **Asfaltos y Terracerias de Rioverde, S.A. de C.V.,** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the

Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Asfaltos y Terracerias de Rioverde, S.A. de C.V., is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Eng. Montserrat Ordaz Jimenez
Legal Representative.
Asfaltos y Terracerias de Rioverde, S.A. de C.V.

cc: Parties of Record

Flor de Azahar #710
Col. Jacarandas
R.F.C. ATR070716R85
C.P. 79610 Rioverde, S.L.P.
Tels. (487)872.72.52
y 872.82.35

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

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

Dear Ms. Brown:

[ASIA MOTORS S.A. DE C.V. (MAZDA CUMBRES)] is [Venta de vehiculos Nuevo's marca Mazda desde hace mas de 10 años]

[ASIA MOTORS S.A. DE C.V. (MAZDA CUMBRES)] supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. [ASIA MOTORS S.A. DE C.V. (MAZDA CUMBRES) unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

[ASIA MOTORS S.A. DE C.V. (MAZDA CUMBRES)] is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

[Signatory name & title]

cc: Parties of Record

ASIA MOTORS, S.A. DE C.V.
AV. PASEO DE LOS LEONES
No. 101-B
COL. CUMBRES MEDITERRANEO
C.P. 64619 MONTERREY, N. L.

Asphalt & Fuel Supply, LLC

4200 E. Skelly Drive, Suite 600

Tulsa, OK 74135

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

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

Dear Ms. Brown:

Asphalt & Fuel Supply, LLC has been the primary wood preservative (petroleum oil) supplier for the Kansas City Southern since 2012.

Asphalt & Fuel Supply, LLC supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Asphalt & Fuel Supply, LLC unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently

approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Asphalt & Fuel Supply, LLC is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Luke D. Galan
Vice President of Sales & Marketing

cc: Parties of Record

1220 N First Street Garland, TX 75040 Tel: 972-487-9900 Fax: 972-487-9901

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

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

Dear Ms. Brown:

Asset Based Intermodal is currently doing business with the KCS in Wylie Texas. We used to do business with the CN as a 3rd party logistics provider. I can see working with both, this proposed combination will achieve things we have never thought possible.

Asset Based Intermodal supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

Having the ability to utilize 1 rail to ship our customers goods from Central Mexico to Northern Canada, is going to open doors we have never dreamed of. We currently would like to ship this freight, but too timely and too many hands trying to manage it. Using Over the road trucking in that lane just does not present itself. Drivers do not want to go that far away from home, for that long, crossing to international borders.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our customer base while also growing it.

- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Asset Based Intermodal unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Asset Based Intermodal is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Craig Ingram
President

cc: Parties of Record

MITSUBISHI FLETEROS
Francisco L. Rocha 443 Tel:(81)22224200
Col. San Jerónimo, Monterrey, Nuevo León, C.P. 64640

MITSUBISHI MOTORS

Monterrey, N.L. Mexico a 31 de mayo de 2021

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

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

Dear Ms. Brown:

AUTOKAM MOTORS, S.A. DE C.V.
We are suppliers of MITSUBISHI vehicles that are used in the different tasks required by KCS; as well as spare parts, accessories and maintenance for them
We have been suppliers of KCS since 2010 and today this relationship is in excellent condition and we are very interested in continuing to support them in their operation

AUTOKAM MOTORS supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

MITSUBISHI FLETEROS
Francisco L. Rocha 443 Tel:(81)22224200
Col. San Jerónimo, Monterrey, Nuevo León, C.P. 64640

MITSUBISHI MOTORS

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. AUTOKAM MOTORS unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

AUTOKAM MOTORS is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Alexis Nikhy Arana A.
Mitsubishi Commercial Manager

cc: Parties of Record

Autokam
Regiomontana, S.A.
de C.V.
Av. General Pablo
González Garza
No. 444 Pte.
Tel. (81) 2222-4100
Col. San Jerónimo,
Monterrey Nuevo León,
C.P. 64640

Monterrey, N.L. México a 31 de mayo de 2021

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

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

Dear Ms. Brown:

AUTOKAM REGIOMONTANA, S.A. DE C.V.
We are suppliers of RAM vehicles that are used in the different tasks required by KCS; as well as spare parts, accessories and maintenance for them
We have been suppliers of KCS since 2010 and today this relationship is in excellent condition and we are very interested in continuing to support them in their operation

AUTOKAM REGIOMONTANA supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

Distribuidor Autorizado Chrysler®, Dodge®, Jeep®, RAM®, MOPAR®, FIAT®,
Las marcas Chrysler®, Dodge®, Jeep®, RAM®y MOPAR®son marcas registradas en favor de FCA US LLC. La marca FIAT®es marca registrada en favor de su respectivo titular.

GRUPO Autokam

Autokam
Regiomontana, S.A.
de C.V.
Av. General Pablo
González Garza
No. 444 Pte.
Tel. (81) 2222-4100
Col. San Jerónimo,
Monterrey Nuevo León,
C.P. 64640

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. AUTOKAM REGIOMONTANA unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

AUTOKAM REGIOMONTANA is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Gerardo Acosta Zambrano
Chrysler Commercial Manager

cc: Parties of Record

Distribuidor Autorizado Chrysler®, Dodge®, Jeep®, RAM®, MOPAR®, FIAT®,
Las marcas Chrysler®, Dodge®, Jeep®, RAM®y MOPAR®son marcas registradas en favor de FCA US LLC. La marca FIAT®es marca registrada en favor de su respectivo titular.

GRUPO Autokam

GRUPO
HONDA TEC
[HOJA MEMBRETADA]
...es la mejor Honda!

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

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

Dear Ms. Brown:

[AUTOMOVILES TECNOLOGICO, S.A. DE .CV.] is [a car sales of the Honda brand, which has provided cars since 2017.]

[AUTOMOVILES TECNOLOGICO, S.A. DE C.V.] supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

GRUPO HONDA TEC

...es la mejor Honda!

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. [AUTOMOVILES TECNOLOGICO, S.A. DE C.V.] unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

[AUTOMOVILES TECNOLOGICO, S.A. DE C.V.] is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

[José Angel Avalos Cruz]

cc: Parties of Record

GRUPO HONDA TEC ...es la mejor Honda!

Monterrey, N.L., May 27 2021

CUMBRES

Cynthia T. Brown

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

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

Dear Ms. Brown:

Autopolis Premium, S.A. de C.V. has been supplier of BMW cars since 2018 when Kansas City Southern executives decided to buy premium cars.

Autopolis Premium, S.A. de C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

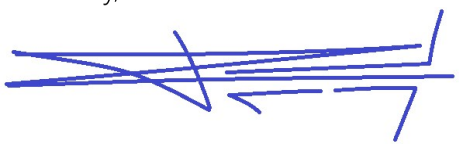
CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Autopolis Premium, S.A. de C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Autopolis Premium, S.A. de C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Fernando A. Gonzalez Hernández

Gerencia comercial

Autopolis Premium, SA de CV
Distribuidor BMW, www.bmw.com.mx/cumbres
Paseo de los Leones 1000, Cumbres Madeira, Monterrey N.L. México CP 64361
Tel. 8121422100

AZINSA LOGISTICS S.A. DE C.V.

AZINSA LOGISTICS

CTPAT

05/28/2021

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

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation y las filiales operativas ferroviarias de CN—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company y Texas Mexican Railway Company

Dear Mrs. Brown,

At AZINSA, we believe that the fusion between the Kansas City Southern Railroads and the Canadian National Railroad, it will strengthen commercial exchanges between the 3 countries; Mexico-EU-Canada we consider that the fusión will to promote an increase in the use of the railroad mainly in Mexico, the fusion should bring other benefits such as the improvement of existing tracks and the construction of new routes, we sincerely congratulate both railways.

Sincerely

¡Best regards, AZINSA LOGISTICS, SA DE CV!

Atentamente:

Lic. Tania Leal

Tel: (81)8288-7400 x. 7418.

Customer Service.

aamezquita@grupoazinsa.com.mx

Entrada Estación Lagrange # 201, Col. Unidad Laboral. San Nicolás de los Garza. Nuevo León

(81) 8288-7400
(81) 8288-7420

BARTLETT
A SAVAGE COMPANY

4900 Main St #1200
Kansas City, MO 64112
816-753-6300
www.bartlettandco.com

May 26th, 2021

Attention: Surface Transportation Board

Our Company has had a longstanding partnership with KCS for many years. We have a large, geographically distributed network of operations served by KCS in the US and Mexico. We are supportive of the CN transaction. We believe this combination would expand the collective reach of both railroads and bring new, sustainable transportation solutions to our business. At the same time, we think a CN-KCS combination would result in more resources and expertise that should enable improved transit times and reliability.

In short, we believe the combination of KCS and CN will allow us to better serve our Customers and grow our business.

Finally, we were encouraged by the STB's decision to approve the voting trust for Canadian Pacific's proposed acquisition of KCS and urge the STB to promptly reach the same decision with respect to the identical voting trust put forward for Canadian National's proposed acquisition of Kansas City Southern. Approving their voting trust will allow KCS shareholders to make a fair and informed decision on combining with Canadian National. For the reasons outlined above, we strongly support CN's proposed combination with KCS and urge the Board to give the proposal every consideration.

I, Bob Knief, 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 May 26th, 2021.

Bob Knief
President

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

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

Dear Ms. Brown:

BEBIDAS PURIFICADAS DE URUAPAN SA de CV has been working with KCS since 2018, providing bottled water for crews and union employees in Michoacán, Mx.

BEBIDAS PURIFICADAS DE URUAPAN SA de CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **BEBIDAS PURIFICADAS DE URUAPAN SA de CV** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

BEBIDAS PURIFICADAS DE URUAPAN SA de CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Ronald Gutierrez Nava
Sales Director

cc: Parties of Record

Escaneado con CamScanner

Bobby Baker Construction LLC
15757 Hwy 15 North
Louisville, MS 39339

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

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

Dear Ms. Brown:

Bobby Baker Construction LLC has done subcontract work for CN on bridges and general track maintenance for KCS for 40+ years

Bobby Baker Construction LLC supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Bobby Baker Construction LLC unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This

outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Bobby Baker Construction LLC is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Bobby Baker

Bobby Baker - Owner

cc: Parties of Record

BOOTS FACTORY, S.A. DE C.V.
Carlos Salazar # 1540 Pte. Col. Centro Monterrey, N. L. C.P. 64000
Tel./Fax: 83740135, 83756833, 83728590, 83740291
www.kalzo.com.mx
BFA180713HI3

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

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

Dear Ms. Brown:

Boots Factory has been supplier of KCSM for 5 years and we have come developed a footwear that year by year, we have been improved to meet the needs of working days in safety user comfort. We are very proud to collaborate whit you, congratulations for this strategic fusion.

BOOTS FACTORY, S.A. DE C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. BOOTS FACTORY , S.A. DE C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This

BOOTS FACTORY, S.A. DE C.V.
Carlos Salazar # 1540 Pte. Col. Centro Monterrey, N. L. C.P. 64000
Tel./Fax: 83740135, 83756833, 83728590, 83740291
www.kalzo.com.mx
BFA180713HI3

outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

BOOTS FACTORY , S.A. DE C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Roberto Miranda Zambrano
CEO

cc: RMZ
ASJ
MLG

A Smart Vision for your Business

Monterrey, Nuevo León, Mx, 2021 May

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

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

Dear Ms. Brown:

BSD Enterprise Group SA de CV is IT Solution Provider to KCS de México since 2015 year, we provide IT Consultants for CN project's in the areas like SAP, QA, Business Analyst, .net Developers, etc.

BSD Enterprise Group SA de CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. BSD Enterprise Group SA de CV unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

BSD Enterprise is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A T E N T A M E N T E



ANTONIO HURTADO MARTINEZ
BUSINESS DEVELOPER
BSD ENTERPRISE GROUP SA DE CV

BUHO TECH SERVICES S.A. DE C.V.
SEGURIDAD PRIVADA

BUHO TECH SERVICES S.A. DE C.V.

SEGURIDAD PRIVADA
Encinos # 377 Col. Tabachines, San Nicolás de los Garza N.L.
Tel. 8300 5249
REGISTRO FEDERAL: DGSP/020-17/3241

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

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

Dear Ms. Brown:

BUHO TECH SERVICES SA DE CV is a Mexican company that provides protection and security services to KCS since January 2018 in Michoacan, Nuevo Leon and Veracruz Cities.

BUHO TECH SERVICES SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

BUHO TECH SERVICES S.A. DE C.V.
SEGURIDAD PRIVADA

BUHO TECH SERVICES S.A. DE C.V.

SEGURIDAD PRIVADA

Encinos # 377 Col. Tabachines, San Nicolás de los Garza N.L.

Tel. 8300 5249

REGISTRO FEDERAL: DGSP/020-17/3241

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. BUHO TECH SERVICES SA DE CV unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

BUHO TECH SERVICES SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Francisco Blanco Martinez
Legal Representative

cc: Parties of Record

Bureau Veritas Commodities and Trade, Inc.
1300 Hercules Ave, Suite 105
Houston, TX 77058
800-655-4473

May 26, 2021

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

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

Dear Ms. Brown:

Bureau Veritas Commodities and Trade, Inc. is a global supplier of testing, inspection, and certification services, which has been working with Kansas City Southern Railway Company for many years.

Bureau Veritas Commodities and Trade, Inc. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Bureau Veritas Commodities and Trade, Inc.
1300 Hercules Ave, Suite 105
Houston, TX 77058
800-655-4473

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Bureau Veritas Commodities and Trade, Inc. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Bureau Veritas Commodities and Trade, Inc. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Cary Forgeron
Vice President, OCM
Bureau Veritas Commodities & Trade
T: +1 281-240-3042
M: +1 310-809-7921
cary.forgeron@bureauveritas.com

Working Capital. Working for Everyone.

May 31, 2021

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

CC: Parties of Record

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

Dear Cynthia,

Canadian National Railway (CN) and Kansas City Southern Railway (KCS) are long-standing clients of C2FO. Each respective company utilizes our patented dynamic solutions to address the working capital needs of their supply chain. Our market-based solutions deliver significant value for CN and KCS while increasing the resilience of their supply chain.

C2FO supports the combination of CN and KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

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

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

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

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

Central to the CN's bid for KCS is establishing a voting trust that benefits KCS shareholders. C2FO unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS's shareholders to make a fair and informed decision on combining with CN.

C2FO is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all the reasons as stated above. We hope to see the premier 21st-century railway come to life.

Sincerely,

Kerri Thurston
Chief Financial Officer, C2FO

CAAFF | CONSULTORÍA AMBIENTAL

Chihuahua, Chih, México, a 26 de mayo de 2021
Oficio: CAAFF-DG-084/2021

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

www.caaff.com.mx

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

Dear Ms. Brown:

CAAFF Consultoría Forestal S. de R.L. De C.V. It is a professional company, dedicated to realized environmental studies. Which are needed for an authorization from Mexican government. Also, to developed the projects or modernization requiered of our clients. Once the autorizations are done, we follow it up to accomplished the terms implied. Wheter reforestation, rescue and reubication of flora and fauna, or elaborating works for controlling soil erosion and to enhance water absorption.

We have been working with KCSM since 2013 in our first project "Programa de Restauración Forestal en Nuevo Laredo, Tamaulipas" and 36 more projects. Adjuntating to the current a resume of the others works we have done with you.

CAAFF Consultoría Forestal supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

(614) 412 5610
caaff@caaff.com.mx
Av. Francisco Villa #450
Col. San Felipe V Etapa Chihuahua, Chih.

CAAFF | CONSULTORÍA AMBIENTAL

CAAFF | CONSULTORÍA AMBIENTAL

www.caaff.com.mx

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. CAAFF Consultoría Forestal unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

CAAFF Consultoría Forestal is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

CAAFF | CONSULTORÍA AMBIENTAL

Juan Ramón Quintana Luna
Director General
CAAFF Consultoría Forestal S. de R.L. de C.V.

cc: Parties of Record

(614) 412 5610
caaff@caaff.com.mx
Av. Francisco Villa #450
Col. San Felipe V Etapa Chihuahua, Chih.

NOMBRE DEL PROYECTO	CARACTERISTICAS TÉCNICAS	UBICACIÓN	
		MUNICIPIO	ESTADO
Servicio de Ejecución de un Programa de Restauración Forestal en Nuevo Laredo, Tamaulipas. (21.6325 has)	Actividades de rescate y reubicación de flora y obras de conservación de suelo y agua.	Nuevo Laredo	Tamaulipas
Servicio de Restauración Forestal en un área de "12 Has", en la estación de Sánchez ubicada en Nuevo Laredo, Tamaulipas.	Actividades de rescate y reubicación de flora de granes dimensiones.	Nuevo Laredo	Tamaulipas
Servicio de Restauración Forestal en un área de "0.5 Has", en la estación de Sánchez ubicada en Nuevo Laredo, Tamaulipas.	Actividades de rescate y reubicación de flora.	Nuevo Laredo	Tamaulipas
Servicios especializados consistentes en el seguimiento de medidas de prevención y mitigación de impacto ambiental para el Patio de Apoyo San Luis Potosí, San Luis Potosí.	Implementación del Programa de Rescate y Reubicación de Cactáceas, Reforestación con especies de Prosopis y Obras de Conservación e infiltración de suelo y agua.	Villa de Reyes	San Luis Potosí
Servicio de Elaboración del documento de Exención de Presentación de la Manifestación de Impacto Ambiental (Incluyendo la elaboración y entrega de información adicional o complementaria que pueda ser requerida por la SEMARNAT) para la construcción y operación del proyecto: Ampliación Doble Vía B Fase I	Elaboración de Manifestación de Impacto Ambiental (MIA) y Estudio Técnico Justificativo (ETJ)	San Luis Potosí	San Luis Potosí
Reforestación en Vamos a México, con 2,000 ejemplares de plantas de pino, encino, cedro blanco y sauce con altura mínima de 1.25 m y tres meses de mantenimiento, dentro del área de reforestación de Puerta de México".	Implementación del programa de Reforestación	Toluca	Estado de México
"Ampliación de "La vía principal Poniente"	Elaboración de MIA y un ETJ para CUS en Terrenos Forestales.		
"Patio de Apoyo San Luis Potosí"	Elaboración de MIA y un ETJ para CUS en Terrenos Forestales.		
Trituración de Ramas y Troncos producto de desmonte, recopilación y transporte de basura del proyecto "Ampliación de la Fase II en Sanchez", Nuevo Laredo, Tamaulipas.	Trituración de Material Vegetal Muerto	Nuevo Laredo	Tamaulipas
Elaboración de diversos estudios ambientales del Patio de Apoyo (Programa de Vigilancia Ambiental, Programa de Conservación y Restauración de Suelos, Programa de Reforestación y Estudio Técnico Económico)	Elaboración de estudios ambientales (Programas Ambientales)		
Retiro de cerca de 500 postes de concreto y disposición final	Retiro de cercado	Nuevo Laredo	Tamaulipas

NOMBRE DEL PROYECTO	CARACTERISTICAS TÉCNICAS	UBICACIÓN	
		MUNICIPIO	ESTADO
Servicio de Elaboración de Manifestación de Impacto Ambiental, Estudio Técnico Justificativo y Programas Ambientales para la construcción y operación del proyecto: Rinconcillo.	Elaboración de Manifestación de Impacto Ambiental, Estudio Técnico Justificativo y Programas Ambientales		Guanajuato
Segundo convenio Modificatorio del Servicio de Ejecución de un Programa de Restauración Forestal en Nuevo Laredo, Tamaulipas. Servicios Adiciones 2016, referentes a el Programa de Restauración Forestal denominado "Rescate de Especies de Flora de Dimensiones Mayores y Especies de Lento Crecimiento" en 4.4 hectáreas.	Actividades de rescate y reubicación de flora de granes dimensiones.	Nuevo Laredo	Tamaulipas
Elaboración de MIA, ETJ y Programas Ambientales para el proyecto "Ampliación de Vía 303 y Ampliación de Vía 301" en Patio de Sanchez, Nuevo Laredo, Tamps.	Elaboración de Manifestación de Impacto Ambiental (MIA) y Estudio Técnico Justificativo (ETJ)	Nuevo Laredo	Tamaulipas
Obras de Conservación de Suelos en Sanchez (Derivado del Programa de Conservación de Suelos en Sánchez, conforme al oficio de autorización SGPS/DGIRA/DG.07508 emitido por la SEMARNAT en materia de impacto ambiental, se solicita la construcción de 200 m2 de presa de ramas y 175m2 de presas de morillos, así como 50 m2 de cabeceo de cárcavas)	Construcción de 200 m2 de presa de ramas y 175m2 de presas de morillos, así como 50 m2 de cabeceo de cárcavas	Nuevo Laredo	Tamaulipas
Cálculo de Captura de CO2 para KCSM			
Servicio de Restauración en la Terminal Intermodal INTERPUERTO (Nafta Rail) ubicada en San Luis Potosí, S. L. P.	Implementación del Programa de Reforestación, Rescate y Reubicación de Cactáceas y Programa Conservación de suelos.	San Luis Potosí	San Luis Potosí
Servicios consistentes en llevar a cabo la Ejecución de 4 (cuatro) Programas Ambientales, relacionados con el proyecto para la construcción del Nuevo Ladero denominado "La Costura ", ubicado en el Municipio de Acámbaro, Guanajuato. 1ra Orden	Implementación del Programa de Protección y conservación de Flora Silvestre, Programa de Protección y Conservación de Fauna Silvestre, Programa de Reforestación y Programa de Conservación de Suelo y Agua	Acámbaro	Guanajuato
Área de Conservación de Tortuga, en Patio de Sanchez, Nuevo Laredo, Tamps.	Remoción de pastos, y reubicación mezquite y nopal.	Nuevo Laredo	Tamaulipas
Restauración Forestal en 0.801 ha, en Patio de Sanchez, Nuevo Laredo, Tamps.	Rescate y Reubicación de macollos de pasto dentro de una superficie de 0.801 hectáreas, con la complementación de la reforestación de ejemplares de Prosopis glandulosa, Acacia farnesiana y Acacia rigidula	Nuevo Laredo	Tamaulipas

(614) 412 5610
caaff@caaff.com.mx
Av. Francisco Villa #450
Col. San Felipe V Etapa Chihuahua, Chih.

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NOMBRE DEL PROYECTO	CARACTERISTICAS TÉCNICAS	UBICACIÓN	
		MUNICIPIO	ESTADO
Servicios Ambientales Cienfuegos, Elaboración de Brechas cortafuego, limpieza de área incendiada, retiro de material combustible, mantenimiento y patrullaje del área del proyecto durante 45 días posteriores a la conclusión de trabajos de Limpieza para la Re-entrega del Estudio de Construcción de Ladero Cienfuegos	Elaboración de Brechas cortafuego, limpieza de área incendiada, retiro de material combustible, mantenimiento y patrullaje del área del proyecto		Michoacán.
Servicio de Elaboración del Documento Estudio Técnico Justificativo para el proyecto Construcción y Operación de Nuevo Ladero Cienfuegos en el Estado de Michoacán.	Elaboración de Estudio Técnico Justificativo (ETJ)		Michoacán.
Ejecución de 5 (cinco) programas ambientales, relacionados con el proyecto denominado "Rectificación de Vía 303 y Ampliación de Vía 301 (antes Ladero Sanchez) de la placa kilométrica B-1271+900 ubicada en el Estado de Tamaulipas. **"Southlead"**	Trabajos de rescate y reubicación de flora de grandes dimensiones, reforestación, elaboración de obras de conservación de suelo y agua, y actividades de mantenimiento.	Nuevo Laredo	Tamaulipas
Reparación total de cerco perimetral	Reparación y construcción de cerco perimetral	Nuevo Laredo	Tamaulipas
Elaboración de Bitácora Forestal dentro del Patio de Sanchez.	Elaboración de Bitácora Forestal	Nuevo Laredo	Tamaulipas
Elaboración e implementación de Programas Ambientales requeridos por la SEMARNAT, relativos al proyecto denominado "Extensión de la Vía Industrial San Luis Potosí", con ubicación en los municipios de San Luis Potosí y Villa de Reyes, en el estado de San Luis Potosí.	Elaboración (ETE, Rescate y Reubicación de Flora y Fauna, Reforestación y Vigilancia Ambiental) e implementación de Programas Ambientales (Rescate y Reubicación de Flora y Fauna, Reforestación e implementación del Programa de Vigilancia Ambiental)	San Luis Potosí y Villa de Reyes	San Luis Potosí
Supervisión Ambiental South Lead	Implementación de Supervisión Ambiental	Saltillo	Coahuila
Supervisión Ambiental Camargo	Implementación de Supervisión Ambiental	Camargo	Tamaulipas
Supervisión Ambiental Ternium	Implementación de Supervisión Ambiental	Monterrey	Nuevo León
Elaboración y ejecución de programas para el cumplimiento de las condicionantes que estipula la Semarnat en el oficio resolutivo del Proyecto: LADERO SAN JOSE ITURBIDE GTO.	Elaboración de programas ambientales e Implementación del programa de Reforestación	San Jose Iturbide	Guanajuato
Servicios Ambientales SV (Salinas Victoria)	Implementación del programa de Reforestación, actividades de rescate y reubicación de flora y fauna.	Salinas Victoria	Nuevo León

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NOMBRE DEL PROYECTO	CARACTERISTICAS TÉCNICAS	UBICACIÓN	
		MUNICIPIO	ESTADO
Supervisión Ambiental Encantada	Implementación de Supervisión Ambiental	Saltillo	Coahuila
Servicios Ambientales GNN, "Rescate y reubicación de Fauna"	Implementación de actividades de rescate y reubicación de fauna.	San Jose Iturbide	Guanajuato
Supervisión Ambiental "Extensión Ladero Ferroviario La Palma"	Implementación de Supervisión Ambiental	Monterrey	Nuevo León
Supervisión Ambiental "Construcción del Ladero Palma de la PK F19+000 a la PK F21+500" (Autorizado por Exención)	Implementación de Supervisión Ambiental	Monterrey	Nuevo León
Elaboración, ejecución y seguimiento de programas ambientales contemplados en el resolutivo SPGS/DGIRA/DG/06545, para el proyecto denominado "Reconfiguración del Patio San Luis Potosí, en la placa kilométrica B-524+859 al B-527+072."	Elaboración, ejecución y seguimiento de programas ambientales.	San Luis Potosí	San Luis Potosí
Supervisión Ambiental autorizada por Exención "Vía Industrial en la Línea B de la PK-517+000 a la PK-523+000", en San Luis Potosí, SLP.	Implementación de Supervisión Ambiental	San Luis Potosí	San Luis Potosí

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Col. San Felipe V Etapa Chihuahua, Chih.

HOTELES CAMINO REAL

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

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

Dear Ms. Brown:

CAMINO REAL MONTERREY we are a Mexican Company that provides the hosting service for the employees and guests of the Kansas City Company, in our Hotel you can find Restaurant, business center, meeting rooms, heliport, parking lot, gym, pool & spa; we have a connection with the Fashion Drive Mall & Fiesta San Agustin Mall. The relationship that we have with the Kansas City Company it is of years since we are chosen by the visitors to stay with us.

CAMINO REAL MONTERREY supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

HOTELES CAMINO REAL

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. CAMINO REAL MONTERREY unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

CAMINO REAL MONTERREY is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Dulce Cázares Leija
Sales Executive

cc: Parties of Record

Capital Oil, Inc.

P.O. Box 24085
Jackson, MS 39225

601-932-6868 phone
601-932-6802 fax

May 26, 2021

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

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

Dear Ms. Brown:

Capital Oil has supplied the engine oil and diesel fuel for the locomotives in our area for 20+ years.

Capital Oil supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Capital Oil unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust

should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Capital Oil is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Stanley Roberts

cc: Parties of Record

Capital Transport, Inc.

P.O. Box 24085
Jackson, MS 39225

601-932-6868 phone
601-932-6802 fax

May 26, 2021

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

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

Dear Ms. Brown:

Capital Transport has transported fuel to the Artesia Terminal for a number of years.

Capital Transport supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Capital Transport unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust

should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Capital Transport is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Stan Roberts

Stan Roberts

cc: Parties of Record

CAR ONE GONZALITOS S.A. de C.V.

Dear Ms. Brown:

[CAR ONE GONZALITOS S.A. DE C.V.] is [we provide the service of sale of Volkswagen Brand automobile units and maintenance services.]

[CAR ONE GONZALITOS S.A. DE C.V.] supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. [CAR ONE GONZALITOS S.A. DE C.V.] unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

CAR ONE
PIENSA INTELIGENTE.

CAR ONE GONZALITOS , S.A. de C.V. Gonzalitos
Av. San Jerónimo No. 101 Pte.
Col. San Jerónimo
C.P. 64640
Monterrey, N.L.

Tel. 01 -81- 8989-3300
Fax 01 -81- 8989-3305
www.concesionario.com.mx
www.vw-monterrey.com.mx

CAR ONE GONZALITOS S.A. de C.V.

[CAR ONE GONZALITOS S.A. DE C.V.] is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

[C.P. PORFIRIO ENRIQUEZ SANCHEZ]

LEAGAL REPRESENTATIVE

CAR ONE
PIENSA INTELIGENTE.

CAR ONE GONZALITOS , S.A. de C.V. Gonzalitos
Av. San Jerónimo No. 101 Pte.
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www.vw-monterrey.com.mx

The Chemours Company
+52 (55) 5125-4800
chemours.com

Mexico City, May 28, 2021

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

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

Dear Ms. Brown:

The Chemours Company Mexicana, S. de R.L. de C.V. is a Global Chemical Company which is a long-term customer of KCSM using its services to transport products on a safely manner with the best practices according to our values.

The Chemours Company Mexicana, S. de R.L. de C.V. supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

Our current transportation needs require having transportation partners with the capacity to handle hazardous materials by rail and highway. KCSM is a company that fulfills the mentioned needs helping us to avoid incidents that might affect the image of both companies.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of refrigerant gases from Brownsville, TX to Apodaca, N.L.

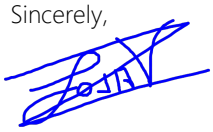
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.

- Secure transportation of hazardous materials

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. The Chemours Company Mexicana, S. de R.L. de C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

The Chemours Company Mexicana, S. de R.L. de C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Jorge Lopez
Logistics Rail Services Leader

cc: Rodrigo Dies
Logistics LATAM Manager

CHN Hoteles

May 27th, 2021

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

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

Dear Ms. Brown:

CHN Hotels by Wyndham is a hotel group in Monterrey, Mexico that provides lodge, food & beverage, catering and meeting services; we have the privilege to serve CN / KCS Company since 2018.

CHN Hotels by Wyndham supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. [COMPANY NAME] unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification.

CHN Hoteles

For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

CHN Hotels by Wyndham is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Armando Jimenez
Managing Director
CHN Hotels by Wyndham

cc: Parties of Record

CLEAN
SERVICE

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

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

Dear Ms. Brown:

Clean Service, our company is responsible for providing professional cleaning and maintenance services.

Clean Service S.A de C.V supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders Clean Service S.A de C.V.unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Clean Service S.A de C.V is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Humberto Villarreal Saenz
General Director

cc: Parties of Record

COMERCIAL CIDAMSA | GRUPO CIDAMSA

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

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

Dear Ms. Brown:

Comercial Cidamsa, S.A. de C.V. is an Industrial Distributor for Enerpac and Simplex jacks; Yale and Harrington Hoists; Whiting lifting Jacks; Caldwell accessories, and other railcar manufacturing and maintenance equipment. Our Relationship with Kansas City Southern dates Back to 2010 were we have supplied equipment and provided maintenance to their hydraulic jacks.

Comercial Cidamsa, S.A. de C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Antonio Ancona 3143 Col. Cuajimalpa, Deleg. Cuajimapa, 05000, CDMX, Ciudad de México
Tels.:(01-55) 2163-0630, 2163-0631, 2163-0632, 2163-0633, 2163-0634, 2163-0635,
E-mail:cidamsa@hotmail.com www.cidamsa.com

COMERCIAL CIDAMSA | GRUPO CIDAMSA

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Comercial Cidamsa, S.A. de C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Comercial Cidamsa, S.A. de C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Carlos Alberto Martinez Esteinou
CEO
Comercial Cidamsa, S.A de C.V.
Mexico City

Antonio Ancona 3143 Col. Cuajimalpa, Deleg. Cuajimapa, 05000, CDMX, Ciudad de México
Tels.:(01-55) 2163-0630, 2163-0631, 2163-0632, 2163-0633, 2163-0634, 2163-0635,
E-mail:cidamsa@hotmail.com www.cidamsa.com

COMERCIAL ESSEX
Solución integral en Lubricación y Filtración

Mobil™ Distribuidor Autorizado

Matriz: Av. Manuel L. Barragán No. 350 Nte. Parque Industrial Stiva Barragán,
San Nicolás de los Garza, N.L., 66425 T.(81) 1160 6500 essexlub.com.mx

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

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

Dear Ms. Brown:

COMERCIAL ESSEX SA DE CV, it's a national distributor for MOBIL oils and greases,currently we been working with KCS since 2010.

COMERCIAL ESSEX SA DE CV. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **COMERCIAL ESSEX SA DE CV** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

COMERCIAL ESSEX SA DE CV. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Lic. Jorge Leopoldo Guerra Treviño
Director General
cc: Parties of Record

Donaldson Filtration Solutions · Parker Racor · VILLAGE MARINE TEC. Fresh Water from the Sea · Atlas Copco · Engine Life

TOBYMAN

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

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

Dear Ms. Brown:

COMERCIAL ORDIZIA S A DE C V is a company that its focused in provide multiple solutions such as machined parts, a national distribution of hoses and several distributions for multiple goods and have a business relationship with KCS since 2008.

COMERCIAL ORDIZIA SA DE C V supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

TOBYMAN MANGUERAS Y CONEXIONES
COMERCIAL ORDIZIA SA DE CV
www.tobyman.mx
ORDIZIA
Felipe Guerra Catro # 3522 Col. Niño Artillero, Mty , N.L. Tels.- (81) 8331-9004 / 8331-0589

TOBYMAN

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **COMERCIAL ORDIZIA SA DE C V** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

COMERCIAL ORDIZIA SA DE C V is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Ing. Rodrigo Ortiz Ledezma
Director General

cc: Parties of Record

TOBYMAN MANGUERAS Y CONEXIONES

COMERCIAL ORDIZIA SA DE CV
www.tobyman.mx

ORDIZIA

Felipe Guerra Catro # 3522 Col. Niño Artillero, Mty , N.L. Tels.- (81) 8331-9004 / 8331-0589

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

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

Dear Ms. Brown:

The employment relationship that Comercializadora RIVELA SA DE CV. has is to provide maintenance and repair services for some of its intermodal and automotive terminals since November 2019.

Comercializadora RIVELA SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. [Comercializadora RIVELA SA DE CV. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Comercializadora RIVELA SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Gerente general

Salvador Velazquez Bahena

COMSERTEC
COMERCIALIZADORA Y SERVICIOS TECNICOS
Haciendas de San Carlos # 517 Col. Hda. De Escobedo Escobedo, N.L. C.P. 66050
Tel:83-84-69-13
CEL. 044 818 088 94 57
R.F.C.MOCB721112LD1

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

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

Dear Ms. Brown:

COMSERTEC S.A. DE C.V

BLANCA NELLY MOLINA CASTILLO

Vendor No. 100118285

We are a company with service to the industry in supplies and industrial equipment, we have more than 18 years serving KCS in requirements of various types of equipment, tools and materials, etc.

COMSERTEC, BLANCA NELLY MOLINA CASTILLO supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

COMSERTEC
COMERCIALIZADORA Y SERVICIOS TECNICOS
Haciendas de San Carlos # 517 Col. Hda. De Escobedo Escobedo, N.L. C.P. 66050
Tel:83-84-69-13
CEL. 044 818 088 94 57
R.F.C.MOCB721112LD1

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. COMSERTETE: BLANCA NELLY MOLINA CASTILLO, unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

[COMPANY NAME] is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,
TOMAS TADEO CAMARA
APODERADO LEGAL

COMERCIALIZADORA TOSCAL, S.A. DE C.V.

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

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

Dear Ms. Brown:

Comercializadora Toscal S.A. de C.V. maintains a commercial relationship with KCSM for more than 15 years with the transportation of various products considered hazardous material, mainly ammonium nitrate for use in explosives with various routes that go from the Port Lazaro Cardenas in the state of Michoacan Mexico to the cities of Monclova and Saltillo in the state of Coahuila Mexico and Villa Verde in the State of Sonora Mexico and the route between the USA and Mexico connecting Yazoo City, Mississipi with Monclova and Saltillo in the State of Coahuila Mexico.

Comercializadora Toscal S.A. de C.V. supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

Our company maintains the same transportation needs that KSCM has given us and we hope that Canadian National / Kansas City Southern will maintain the good relationship between the rail companies for the use of other rails in the final destinations.

BAHIA DE TODOS LOS SANTOS No. 119-P.A.
COL. VERONICA ANZURES
11300, MEXICO, CIUDAD DE MÉXICO
TEL: 55 52-60-51-10/55 52-60-22-73
dario@toscal.com.mx

COMERCIALIZADORA TOSCAL, S.A. DE C.V.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Ammonium Nitrate from USA and Canada to our terminals in the states of Coahuila and Sonora Mexico.

- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Comercializadora Toscal S.A. de C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Comercializadora Toscal S.A. de C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Darío Alvarado Ramírez
C.E.O.

cc: Parties of Record

BAHIA DE TODOS LOS SANTOS No. 119-P.A.
COL. VERONICA ANZURES
11300, MEXICO, CIUDAD DE MÉXICO
TEL: 55 52-60-51-10/55 52-60-22-73
dario@toscal.com.mx

COMPLEX CHEMICAL CO., INC.
MADISON PARISH PORT INDUSTRIAL PARK
P.O. BOX 1352
TALLULAH, LA 71282
PHONE: (318) 574-0382

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

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

Dear Ms. Brown,

Complex Chemical Co., Inc. supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North – South trade. The combination will help achieve the potential of the USMCA.

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

The combined company would create network with enhanced end – to – end single – owner, single – operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Complex Chemical Co., Inc. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Complex Chemical Co., Inc. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Complex Chemical Co., Inc.
Jerry Melton
President

CONNECTRONICS
Distributors Of
Wireless and Connectivity Products
234 33rd Street Drive SE
Cedar Rapids, IA 52403

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

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

Dear Ms. Brown:

Connectronics is distributor of wireless and communications products and has been supplying indirectly through a value added reseller channel and most recently in a direct relationship with Kansas City Southern Railway for over 12 years.

Connectronics supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Connectronics unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a

modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Connectronics is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Michael Bridge

Director – Relationship Management

cc: Parties of Record



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

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

Dear Ms. Brown:

CONSTRUCCION E INSTALACIONES TECNICA DE MONTERREY SA DE CV is a company specialized in construction and maintenance programs for facilities and we work together with KCS since 2015.

CONSTRUCCION E INSTALACIONES TECNICA DE MONTERREY SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **CONSTRUCCION E INSTALACIONES TECNICA DE MONTERREY SA DE CV** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons

the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

CONSTRUCCION E INSTALACIONES TECNICA DE MONTERREY SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

ARQ. FRANCISCO JAVIER GUTIERREZ MICHEL
GERENTE ADMINISTRATIVO

cc: Parties of Record

CEGESA

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

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

Dear Ms. Brown:

CONSTRUCCIONES Y EDIFICACIONES GARZA ELIAS S.A. de C.V. is in charge of the construction of the dirt roads and civil works since 2019.

CONSTRUCCIONES Y EDIFICACIONES GARZA ELIAS S.A de C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. CONSTRUCCIONES Y EDIFICACIONES GARZA ELIAS S.A. de C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

CONSTRUCCIONES Y EDIFICACIONES GARZA ELIAS S.A de C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Gamaliel Garza Garcia
CEO OF COSTRUCCIONES Y EDIFICACIONES GARZA ELIAS S.A de C.V.

cc: Parties of Record

CONSTRUCCIONES Y REDES FERROVIARIAS NAZARETH S.A. DE C.V.
Colombia # 501 Ote. Col. Benito Juárez, Cd. Madero, Tamaulipas
C.P. 89580 R.F.C.: CRF140110G13
e-mail: construcciones.redes.nazareth@live.com

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

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

Dear Ms. Brown:

CONSTRUCCIONES Y REDES FERROVIARIAS NAZARETH SA DE CV. is a company specialized in construction and maintenance programs for facilities and we work together with KCS since 2015.

CONSTRUCCIONES Y REDES FERROVIARIAS NAZARETH SA DE CV. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **CONSTRUCCIONES Y REDES FERROVIARIAS NAZARETH SA DE CV** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust

CONSTRUCCIONES Y REDES FERROVIARIAS NAZARETH S.A. DE C.V.
Colombia # 501 Ote. Col. Benito Juárez, Cd. Madero, Tamaulipas
C.P. 89580 R.F.C.: CRF140110G13
e-mail: construcciones.redes.nazareth@live.com

Should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

CONSTRUCCIONES Y REDES FERROVIARIAS NAZARETH SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Jose Alberto Diaz Del Angel
Legal representative

cc: Parties of Record

COCARSA
CONSTRUCTORA

CONSTRUCTORA CARLOS, S.A. DE C.V.

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

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

Dear Ms. Brown:

Constructora Carlos, S.A. de C.V. (COCARSA) is since 2012 contractor that carries out civil works and heavy machinery and equipment in any type of earthwork.

Constructora Carlos, S.A. de C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Constructora Carlos, S.A. de C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

COCARSA
CONSTRUCTORA

CONSTRUCTORA CARLOS, S.A. DE C.V.

Constructora Carlos, S.A. de C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Carlos M. Cervantes Elizondo
DIRECTOR

cc: Parties of Record

CONSTRUCTORA
QUID, S.A. DE C.V.

MUÑOZ Nº 364-1
COL. TEQUISQUIAPAN
C.P. 78250
TEL 01(444)8-13-42-92
SAN LUIS POTOSI. S.L.P.
E-MAIL: consquid@gmail.com

24TH MAY 2021
SAN LUIS POTOSÍ, SLP, MÉXICO

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

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

Dear Ms. Brown:

Constructora QUID S.A. de C.V. is KCS railway beams supplier's, and contractor for civil works, since 2010

QUID supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. QUID unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow

CONSTRUCTORA
QUID, S.A. DE C.V.

MUÑOZ Nº 364-1
COL. TEQUISQUIAPAN
C.P. 78250
TEL 01(444)8-13-42-92
SAN LUIS POTOSI. S.L.P.
E-MAIL: consquid@gmail.com

Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

QUID is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Carlos Escudero Robles
General Manager

cc: KCSMS

CYFSA CONSTRUCTORA y FERROVIARIA, S.A.
IGNACIO MONTES DE OCA No. 120 BARRIO DE TEQUISQUIAPAN CP 78250
SAN LUIS POTOSI, S.L.P. 444-813-6612 oficina
toranzojj@hotmail.com diego.toranzo.orozco@gmail.com

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

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

Dear Ms. Brown:

CONSTRUCTORA Y FERROVIARIA, S.A. is pleased to actively collaborate with KCSM Railway since 1997, performing services consisting mainly of Projects, Construction, Maintenance of way, Expert opinions, maintenance to facilities, etc.

CONSTRUCTORA Y FERROVIARIA, S.A. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. CONSTRUCTORA Y FERROVIARIA, S.A. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive

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SAN LUIS POTOSI, S.L.P. 444-813-6612 oficina
toranzojj@hotmail.com diego.toranzo.orozco@gmail.com

approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

CONSTRUCTORA Y FERRROVIARIA, S.A. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

JOSE JAIME TORANZO ESPINOZA
PERITO DICTAMINADOR EN VIAS FERREAS
GES-PD-0120

ING. MIB. DIEGO TORANZO OROZCO
MENG .RAILWAY ENGINEERING
GERENTE DE OPERACIONES

CONSTRUCTORÍA
CONSULTORÍA E INGENIERÍA

May 26th 2021

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

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

Dear Ms. Brown:

Constructoria SA de CV is an Engineering Company stablished in 2000 providing consultancy services, construction supervision, construction management and detailed engineering for civil, hydrology and transportation projects specialized in rail transportation and operations planning. Constructoria has been servicing KCS railway since 2019, during this lapse of time, we have had the opportunity to supervise the construction of rail yards, sidings and bridges for new rail facilities and the expansion of existing rail facilities.

CONSTRUCTORIA SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Margaritas 323 Col. Casa Blanca, Metepec, Estado de México, C.P. 52175 **Teléfono: +52 (722) 134-7891** www.constructoria.com.mx

CONSTRUCTORÍA
CONSULTORÍA E INGENIERÍA

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. CONSTRUCTORIA SA DE CV unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

CONSTRUCTORIA SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Ángel Gerardo Pérez Cámara
Director, CONSTRUCTORIA, S.A. DE C.V.

cc: Parties of Record

Margaritas 323 Col. Casa Blanca, Metepec, Estado de México, C.P. 52175 **Teléfono: +52 (722) 134-7891** www.constructoria.com.mx

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

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

Dear Ms. Brown:

Consultoría Especializada en Impacto Ambiental, S. A. de C. V. (CEIA) has collaborated with Kansas City Southern since 2016 in the execution of verification and compliance of terms and conditions services, regarding environmental authorization resolutions required by SEMARNAT-PROFEPA. Also, CEIA is involved in all kinds of consultancies and specialized services that are required in environmental matters to comply with environmental laws in federal, state and private matters that apply to each project.

CEIA supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. CEIA unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

CEIA is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

RAMIRO HERNÁNDEZ JIMÉNEZ
LEGAL REPESENTATIVE
CONSULTORÍA ESPECIALIZADA EN IMPACTO AMBIENTAL S.A. DE C.V.

cc: Parties of Record

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

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

Dear Ms. Brown:

CONVAR TEC S.A DE C.V. is a Kansas City Southern supplier, specialized in the electric field. Since 2019, we had been working alongside KCSM facilitating Emergency power plants, uninterruptible power supply units, electric consulting, maintenance services and related.

CONVAR TEC S.A DE C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

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

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

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

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

Convar Tec
MTY (81) 8123 0658
WhatsApp (81) 2100 0075
Salamanca 1110-1 Mitras Centro, Monterrey, Nuevo León C.P. 64460

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. CONVAR TEC S.A DE C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

CONVAR TEC S.A DE C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Enrique Contreras Pedraza
Owner and Director

Convar Tec
MTY (81) 8123 0658
WhatsApp (81) 2100 0075
Salamanca 1110-1 Mitras Centro, Monterrey, Nuevo León C.P. 64460

COSETA
Purificación y Tratamiento de Agua

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

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

Dear Ms. Brown:

COSETA S.A. DE C.V. has been working with KCS since 2017, providing bottled water for crews and union employees in San Luis Potosí, SLP.

COSETA S.A. DE C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

Av. industrias 325-D, Col. Valle Dorado, San Luis Potosí, S.L.P. C.P.78399
Tel. (444)811 9659 www.cosetaslp.com info@cosetaslp.com

COSETA
Purificación y Tratamiento de Agua

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. COSETA S.A. DE C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

COSETA S.A. DE C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Fabiola Macedo
Sales Director

Av. industrias 325-D, Col. Valle Dorado, San Luis Potosí, S.L.P. C.P.78399
Tel. (444)811 9659 www.cosetaslp.com info@cosetaslp.com

CONTRACTORS, INC.

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

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

Dear Ms. Brown:

CW&W Contractors, Inc. is a railroad contractor that has been performing work for Kansas City Southern Railroad for 40 years.

CW&W Contractors, Inc. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. CW&W Contractors, Inc. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

P.O. BOX 466 • Sibley, Louisiana 71073 • 318/377-4823 • Fax 318/377-4825 • 1-800/737-1698

CW&W Contractors, Inc. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Glen Warren, President
CW&W Contractors, Inc.



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

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

Dear Ms. Brown:

Cyclonaire is a significant supplier of Rail Traction Sanding Equipment to Kansas City Southern. We have provided numerous Sanding Systems in the US and Mexico over the past 10 years to various KCS railyards.

Cyclonaire supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Cyclonaire unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe

Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Cyclonaire is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Mike Colella
VP Sales and Marketing,
Cyclonaire

cc: Parties of Record



"Your Partner in Global Logistics & Supply Chain Management."

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

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

Dear Ms. Brown:

DALKO Resources, Inc. is the freight forwarder/ logistics provider for KCS and KCSM. DALKO Resources, Inc. has been doing business with KCS/KCSM for over ten years.

DALKO Resources, Inc. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

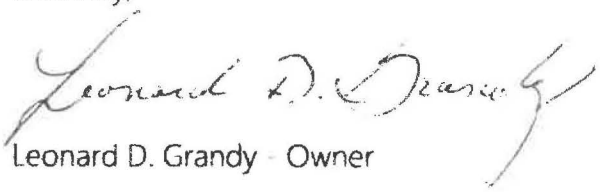
CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. DALKO Resources, Inc. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

DALKO Resources, Inc. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Leonard D. Grandy - Owner

FULLY PROMOTED
Branded Products & Marketing Services
POWERED BY EmbroidMe.

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

Washington, DC 20423-0001

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

Dear Ms. Brown:

DESARROLLO DE MATERIALES PERSONALIZADOS S.A. de C.V. has been working with KCS since 2012, providing graphic design, printing, advertising services and promotional materials in Monterrey.

DESARROLLO DE MATERIALES PERSONALIZADOS S.A. de C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. DESARROLLO DE MATERIALES PERSONALIZADOS S.A. de C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

DESARROLLO DE MATERIALES PERSONALIZADOS S.A. de C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Francisco Ruelas
General Director

cc: Parties of Record

FULLY PROMOTED SAN PEDRO
Av. Manuel Gomez Morin 438
Local 8, Del Valle, 66220
San Pedro Garza Garcia, N.L.
+81 8335 3900
www.embroidme-sanpedro.com/
www.fullypromotedsanpedro.com

Desarrollo Integral Eléctrico Industrial, S.A. de C.V.

Cynthia T. Brown

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

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

Dear Ms. Brown:

DESARROLLO INTEGRAL ELÉCTRICO INDUSTRIAL S.A. DE C.V. is a company from Queretaro, Mexico, that provides installation services for signal equipment, electrical substations, general maintenance services and civil works since 2005.

DESARROLLO INTEGRAL ELÉCTRICO INDUSTRIAL S.A. DE C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders.
DESARROLLO INTEGRAL ELÉCTRICO INDUSTRIAL S.A. DE C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should

I

Rio Querétaro No. 90 Col. La Sierrita, Querétaro Qro. CP 76154 Tel y fax (442) 2 42 48 52

also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.
DESARROLLO INTEGRAL ELÉCTRICO INDUSTRIAL S.A. DE C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

José David Torres Moreno.
Managing Director.

Rio Querétaro No. 90 Col. La Sierrita, Querétaro Qro. CP 76154 Tel y fax (442) 2 42 48 52

Destroyer Industrial

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

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

Dear Ms. Brown:

Destroyer Industrial is a protective equipment supplier since June 2017. We supply FR clothing, FR rainwear, firemen suits, safety shoes, glasses, and gloves, etc.

Destroyer Industrial supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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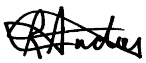
We see the combination as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Destroyer Industrial unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will

allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Destroyer Industrial is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Roberto Andonie Daccarett
CEO
Servicios Destroyer, SA de CV
Destroyer Industrial

cc: Parties of Record

DETECCION DE FUEGO Y PLAGAS
ORTIVER S. A. DE C. V.

LIC. SANITARIA NO 16AP301930006 RFC. DFP141014PZ6

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

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

Dear Ms. Brown:

DETECCION DE FUEGO Y PLAGAS ORTIVER SA DE CV is a well based company that its focused in provide pest control services, sanitation for covid-19, fire extinguishers, etc. and have a business relationship with KCS since 2014.

DETECCION DE FUEGO Y PLAGAS ORTIVER SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

DETECCION DE FUEGO Y PLAGAS
ORTIVER S. A. DE C. V.

LIC. SANITARIA NO 16AP301930006 RFC. DFP141014PZ6

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. DETECCION DE FUEGO Y PLAGAS ORTIVER SA DE CV unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

DETECCION DE FUEGO Y PLAGAS ORTIVER SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Arlene Flores Morales
Legal Representative

cc: Parties of Record

DETECCION DE FUEGO Y PLAGAS ORTIVER S. A. DE C. V. DIRECCION: CALAKMUL No 66 COL. SIGLO XXI CP. 91777 VERACRUZ, VER. TEL. 01(229)9274187 - CEL. 3338153712 CORREO: serviciortiver@gmail.com

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

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

Dear Ms. Brown:

Dirección de Obras y Proyectos XQUADRA S.A. de C.V. is a company dedicated to different project areas such as: construction management, supervision, control and administration, auditing, coordination and execution of engineering, and we have had the honor of working with KCS for more than 15 years, since we share the same ideals of quality in service.

Dirección de Obras y Proyectos XQUADRA S.A. de C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Direccion de Obras y Proyectos Xquadra, S.A. de C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also

receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Direccion de Obras y Proyectos Xquadra, S.A. de C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Ing. Felipe Sáez Rosso
Manager Partner

cc: Parties of Record

DICOMEX

Atitalaquia, Hgo., May 27th, 2021

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

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

Dear Ms. Brown:

Distribuidora de Combustibles Mexicanos (DICOMEX) is the fuel distribution subsidiary of Corporativo UNNE, our company has been a reliable diesel supplier of KCSM for 20+ years; we serve KCSM in various locations through the Mexican territory.

DICOMEX supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

DICOMEX | CARRETERA JOROBAS-TULA KM. 25.8 COL. LOMA DEL BARRIO DEL CARDONAL
ATITALAQUIA, HIDALGO. CP 42970 **TEL: 01 (778) 738 0372 / 01 (778) 738 0434**

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. DICOMEX unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

DICOMEX is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Luis Arciniega
National Commercial Manager

cc: Santiago Portilla B. – DICOMEX Director

DISTRIBUIDORA DE DIESEL RÍO PÁNUCO, S.A DE C.V

Cynthia T. Brown
Head of the Administration Section
Office of Procedures
Surface Transport Board
395th Street, S.W.
Washington, DC 20423-0001

Tampico, Tamaulipas 26 Mayo del 2021

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

Dear Mrs. Brown:

Distribuidora Diesel Rio Panuco SA de CV, we are a company that stores, distributes and markets fuel and maintains a successful business relationship with KCS since 2015.
Distribuidora de Diesel Rio Panuco SA de CV, supports the combination of Canadian National and Kansas City Southern due to the superior benefits a CN-KCS railroad would bring by offering faster, safer, cleaner and more direct service for North-South commerce.

As a supplier of the rail industry, this combination will be strategic, as it will support the growth of trade between Mexico, the United States and Canada and the growth of rail network investment that will be beneficial to us and also to the economy at large.
We also greatly support the positive impact of turning truck goods to rail in our environment.

The successful combination cn trajectory over the past 25 years also provides the security that CN will be able to integrate and partner with KCS effectively and seamlessly.

We consider that the combination is only beneficial, we do not anticipate any negative impact for our company, the environment or market competition.

The center of the Canadian National's offering by Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southernshareholders. Distribuidora de Diesel Rio Panuco SA de CV, unequivocally supports the approval of the Canadian National voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with an amendment. For the reasons the STB provided in making its decision, we believe the Canadian National Voting Trust should also receive approval. This result will allow Kansas City Southern shareholders to make a fair and informed decision about the combination with Canadian National.
Distribuidora de Diesel Rio Panuco SA de CV, she strongly entrusts and supports the acquisition proposed by The Canadian National of Kansas City Southern forall the reasons statedabove. We look forward to seeing the first railway of the 21st century come back to life.

sincerely

Ing. Oscar Gerardo Garcia Uresti
Commercial Manager

cc: Registration parties

R.F.C DDR930923BC0
Carretera el Chocolate S/N, Col. Las Blancas, Altamira, Tam., C.P. 89602
Tel. (833) 214 32 98 | ddd@grupogarel.com
www.distribuidorariopanuco.com

PEMEX ®
Distribuidor Asociado
de Productos Pemex

Distribuidora de Filtros FYR S.A de C.V

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

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

Dear Ms. Brown:

DISTRIBUIDORA DE FILTROS FYR SA DE CV. it's a well based company since 1982 as a national distributor for all kinds of filters of recognized brands , also we distribute mobil oils and greases, and exide batteries, currently we been working with KCS since 2015.

DISTRIBUIDORA DE FILTROS FYR SA DE CV. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **DISTRIBUIDORA DE FILTROS FYR SA DE CV.** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

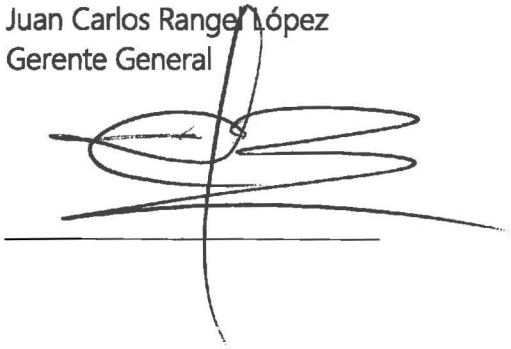
Manuel L. Barragán N° 716 Nte. Col. Tabachines San Nicolás los Garza N.L. C.P. 66425
Conm. 01(81) 8352-4140 ventas@fyr.com.mx

Distribuidora de Filtros FYR
S.A de C.V

DISTRIBUIDORA DE FILTROS FYR SA DE CV. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Juan Carlos Rangel López
Gerente General



Manuel L. Barragán N° 716 Nte. Col. Tabachines San Nicolás los Garza N.L. C.P. 66425
Conm. 01(81) 8352-4140 ventas@fyr.com.mx

dos diseño
CONSTRUCCIÓN
Altamisa 1002 Privadas de Lincoln, Monterrey N.L. C.P 64108

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

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

Dear Ms. Brown:

DOS D SA DE CV is a company specialized in construction services and work together hand by hand with KCS since 2003.

DOS D SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **DOS D SA DE CV** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

DOS D SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Arq. Edgar Garza García
REPRESENTANTE LEGAL

cc: Parties of Record

Striving for a better way

May 27, 2021

To Whom It May Concern:

- DPS Electronics, Inc. is a supplier of Specialized Electronics Communications Solutions to the rail industry. KCS and CN are among our Customer base.
- I, Susy Sands COO of DPS Electronics, Inc. where my duties include Operations supports approval of the proposed combination of KCS and CN.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investments in the North American rail network.
- The new transportation services that CNKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CNKC, and will shift freight from trucks on the 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 transportation as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible

Please contact me for any additional information

Regards,

Susy Sands

Susy Sands, COO
DPS Electronics, Inc.
Susy.sands@dpsrr.com

Durmientes y Postes Utilirail S.A. DE C.V.
Varsovia #36
Juárez, Cuauhtémoc
Mexico City

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

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

Dear Ms. Brown:

DURMIENTES Y POSTES UTILIRAIL SA DE CV is a representative for the products of Pandrol, Lewis Bolts & nuts, Koppers Inc and Whitmore Rail in Mexico, which are brands that works with CN and KCS on Canada and the US.

DURMIENTES Y POSTES UTILIRAIL SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Durmientes y Postes Utilirail S.A. DE C.V.
Varsovia #36
Juárez, Cuauhtémoc
Mexico City

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. DURMIENTES Y POSTES UTILIRAIL SA DE CV unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

DURMIENTES Y POSTES UTILIRAIL SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Pablo Torres
Comercial Director
Durmientes y Postes Utilirail, SA de CV

cc: Parties of Record

E Environmental, Inc.
5388 MC 14
Fouke, AR 71837

May 26, 2021

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

Re: FD36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

E Environmental, Inc. is a contractor working with the railroad for the past 17 years. We clean drains, perform system cleanings, track matting replacement, remediation projects, clean up after derailments, and etc.

E Environmental, Inc. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. E Environmental, Inc. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same

voting trust structure as Canadian Pacific, which the Board recently approved with modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

E Environmental, Inc. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Peggy Guyton

Peggy Guyton, President
E Environmental, Inc.
5388 MC 14 Fouke, AR 71837

Cc: Parties of Record

E3 ENVIRONMENTAL

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

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

Dear Ms. Brown:

E3 Environmental is a long-time emergency and services (OSRO) and environmental remediation company that has that has serviced CN Railroad since our founding in 2014. CN is a current, valued customer, and we recognize that CN plays a vital role in the transportation of goods to the American economy, thus they are a part of critical infrastructure to the country.

E3 Environmental supports the combination of Canadian National and Kansas City Southern because of the increased advantages this combined entity would create by offering greater, faster, safer, cleaner, and more direct service for North-South commerce.

As a long time, supplier to the railway industry, this combination will be strategic. The growth of trade between Mexico, USA and Canada would be supported greatly by this merger / acquisition, it will support the growth of investment in the rail network which will be both beneficial to us and also the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail, as it is deemed a safer mode of transportation via rail and in turn, benefits our environment. We do not anticipate any adverse impacts to our company, the environment or market competition. We only see the merge as beneficial.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. E3 Environmental indisputably endorses support of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently ratified with a modification.

1004 Industrial Park Drive, Clinton, MS 39056
Post Office Box 7, Clinton, MS 39060
24 Hour Emergency Hotline: 1.844.333.0939
E3Response.com

E3 ENVIRONMENTAL

E3 Environmental is confident in and strongly endorses CN's proposed acquisition of Kansas City Southern for all of the reasons as outlined above. We look forward to seeing the premier 21st century railway come to fruition.

Sincerely,

JT Newman,

President

E3 Environmental

1004 Industrial Park Drive, Clinton, MS 39056
Post Office Box 7, Clinton, MS 39060
24 Hour Emergency Hotline: 1.844.333.0939
E3Response.com

ECO&LUBE

Roberto Carmona Celaya *Soluciones Ecológicas"*

Reg.Ambiental Semarnat No. CACBB2403511

Recoleccion y Transpsortacion Semarnat:24-I-03-2015

Centro de Acopio Semarnat: 24-II-01-D.2019

May 27, 2021

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

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

Dear Ms. Brown:

As a provider of lubricants and environmental services to the railway industry, this combination will be strategic, since it will support the growth of trade between Mexico, the United States and Canada, and the growth of investment in the railway network, which will be beneficial both for us and for our economy in general.

Ecolube – Roberto Carmona Celaya supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

Carretera San Luis-Rioverde Km. 4.7 Col. San Rafael Soledad G.S. SLP

Tel (444)8307494 solutex_ecolube@yahoo.com

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Ecolube – Roberto Carmona Celaya unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Ecolube – Roberto Carmona Celaya is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Ecolube
Roberto Carmona Celaya

cc: Parties of Record

Carretera San Luis-Rioverde Km. 4.7 Col. San Rafael Soledad G.S. SLP
Tel (444)8307494 solutex_ecolube@yahoo.com

ECOCEL EXPRESS S.A. DE C.V.

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

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

Dear Ms. Brown:

ECOCEL EXPRESS SA DE CV is a provider of physical mechanical verifications for transit on federal roads, as well as the physical mechanical review of the chassis for their good operation.

ECOCEL EXPRESS SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. ECOCEL EXPRESS SA DE CV unequivocally supports approval of Canadian National's voting trust. Canadian National

proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

ECOCEL EXPRESS SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

C.P. Anna Letica Bastidas
Gerente General

UVSCTAT027
ECOCEL EXPRESS SA DE CV
CONDICIONES
FÍSICO-MECÁNICA
No. APROBACIÓN: UV/SCT/CFM/21/027
FECHA DE ACREDITACIÓN: 2021/03/18

cc: Parties of Record

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

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

Dear Ms. Brown:

EDGAR EFRAIN CORDOVA CASTRO has been working with KCS since 2020, providing crew transportation services in Tampico, Tamps.

EDGAR EFRAIN CORDOVA CASTRO supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. EDGAR EFRAIN CORDOVA CASTRO unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

EDGAR EFRAIN CORDOVA CASTRO is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Edgar Efrain Cordova
Sales Director

cc: Parties of Record

EDWIN BOHR / ELECTRONICS

EB/E

4250 Benton Dr
Chattanooga, TN 37406
www.bohr.com

Telephone (423) 877-8207

Cynthia T. Brown
Office of Proceedings
395 E. Street, S.W.

Chief, Section of Administration
Surface Transportation Board
Washington, DC 20423-0001

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

Dear Ms. Brown:

Edwin Bohr Electronics is a supplier of locomotive electronics for both CN & KCS for the last decade +.

Edwin Bohr supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

CN's successful track record of combination over the past 25+ years also provides assurance that CN will seamlessly be able to integrate and partner with KCS. Besides the benefits, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Edwin Bohr Electronics unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Edwin Bohr Electronics is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Seth Cullers
Vice President Sales
Phone (423) 834-0042
seth@bohr.com

cc: Parties of Record

EFECTO DIRECTO
publicidad

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

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

Dear Ms. Brown:

EFECTO DIRECTO S.A. DE C.V. has been working with KCS since 2012, providing graphic design, printing, advertising services and promotional materials in Monterrey.

EFECTO DIRECTO S.A. DE C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. EFECTO DIRECTO S.A. DE C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

EFECTO DIRECTO S.A. DE C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Elianne Martinez Borjas
Sales Director

cc: Parties of Record

Miguel Laurent 214- Altos Col. Del Valle C. P. 03100
Tels. 5575 5253 · 5575 0239 · 5559 5186 Fax: 5575 2669
Calzada San Pedro 223-16 Col. Miravalle C. P. 64660
Tels. 81 8675 6976 · 81 8675 6978 · Lada 800 822 1504

EHS Labs® de México, S.A. de C.V.

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

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

Dear Ms. Brown:

EHS Labs de Mexico S.A. de C.V. has been working with KCS for the past 12 years in Mexico doing soil sampling and analysis. We have done analysis in soil hydrocarbons and metals. We are an Environmental Lab with accreditation's from the Federal and State agencies.

EHS Labs de Mexico supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. EHS Labs de Mexico unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

EHS Labs de Mexico is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Jose Manuel Diaz
CEO of EHS Labs de Mexico

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

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

Dear Ms. Brown:

Elite Comunicaciones is a leading company in the field of telecommunications and we are suppliers in the structures cabling part.

Elite Comunicaciones supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Elite Comunicaciones unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval.

This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Elite Comunicaciones is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Ing. Adrián Alejandro Álvarez Medellín
Director de Planeación y Proyectos

ECNORSA
ENERGÉTICOS CENTRIFUGADOS DEL NORTE, S.A. DE C.V.

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

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

May 27, 2021

Dear Ms. Brown:

ENERGÉTICOS CENTRIFUGADOS DEL NORTE, S.A. DE C.V., also referred to as ECNORSA, currently supplies ULSD to Kansas City Southern de México and has been a supplier for the last 3 years.

ECNORSA supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

ENERGETICOS CENTRIFUGADOS DEL NORTE, S.A. DE C.V.
Ramón Treviño 101 Col. Centro San Nicolás de los Garza, N.L. México C.P. 66400
Tel. (81) 8329-4750 Fax (81) 8329-4795

ECNORSA
ENERGÉTICOS CENTRIFUGADOS DEL NORTE, S.A. DE C.V.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. ECNORSA unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

ECNORSA is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

José Luis Palacios Resendez
Business Manager

cc: Parties of Record

ENERGETICOS CENTRIFUGADOS DEL NORTE, S.A. DE C.V.
Ramón Treviño 101 Col. Centro San Nicolás de los Garza, N.L. México C.P. 66400
Tel. (81) 8329-4750 Fax (81) 8329-4795

EEG SUPPLIER SUPPORT
Querétaro, Qro., MX, 26 de mayo de 2021

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

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

Dear Ms. Brown:

Energía Eléctrica Global SA de CV has been a supplier to your Company since 2004, in the areas of civil works, electrical installations and engineering in the Signals Area (Depto. de Señales), and more recently in the General Services area (Depto. Servicios Generales).

ENERGÍA ELÉCTRICA GLOBAL SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

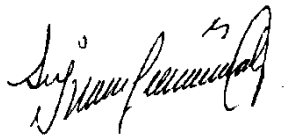
CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

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

Central to the Canadian National's bid of Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **Energía Eléctrica Global SA de CV** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Energia Eléctrica Global SA de CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Juan Manuel Cabrera Fernández
Representante Legal
ENERGÍA ELÉCTRICA GLOBAL SA DE CV

cc: Parties of Record

Calle Islas Jónicas # 180, Colonia Loma Linda, Querétaro, Querétaro, México.
Tel: (442) 2692861, tuzoncall@gmail.com

Energía Hidráulica

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

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

Dear Ms. Brown:

ENERGIA HIDRAULICA S. DE R.L. DE C.V. has been for the last 22 years, supplying hydraulic equipment, tools and spare parts, as well as giving preventive and corrective maintenance to hydraulic equipment for KCSM.

ENERGIA HIDRAULICA S. DE R.L. DE C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

ENERPAC
WORKHOLDING
TRUPER
MIKELS
SILVERLINE

www.energiahidraulicaslp.com Tels. (01 444) 830 30 16 / 830 29 89 / 659 61 26
Calle 56-B No. 707 Col. Prados de San Vicente 1era. Secc. San Luis Potosí, S.L.P. C.P. 78397

Energía Hidráulica

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. ENERGIA HIDRAULICA S. DE R.L. DE C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

ENERGIA HIDRAULICA S. DE R.L. DE C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

PEDRO GUTIERREZ MEDINA
CEO AND LEGAL REPRESENTATIVE

cc: Parties of Record

ENERPAC
WORKHOLDING
TRUPER
MIKELS
SILVERLINE

www.energiahidraulicaslp.com Tels. (01 444) 830 30 16 / 830 29 89 / 659 61 26
Calle 56-B No. 707 Col. Prados de San Vicente 1era. Secc. San Luis Potosí, S.L.P. C.P. 78397

ED INDUSTRIAL SUPPLIERS

+52 229 109 9762
Veracruz, Veracruz, Mexico
esquivelhaaz@gmail.com

May 27, 2021

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

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

Dear Ms. Brown:

ENRIQUE ALBERTO ESQUIVEL HAAZ (ED Industrial Suppliers) is a supplier of products and services mainly silica sand for locomotives and silica sand related services in Mexico for Kansas City Southern since 2016.

ENRIQUE ALBERTO ESQUIVEL HAAZ (ED Industrial Suppliers) supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

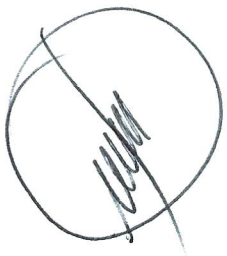
We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. ENRIQUE ALBERTO ESQUIVEL HAAZ (ED Industrial Suppliers) unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian

Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

ENRIQUE ALBERTO ESQUIVEL HAAZ (ED Industrial Suppliers) is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Enrique Alberto Esquivel Haaz, CEO of ED Industrial Suppliers

Esbelta Edificación Industrial S.A. de C.V.

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

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

Dear Ms. Brown:

Esbelta Edificación Industrial S.A. de C.V. is a Company specialized in the inspection, manufacture, maintenance and reinforcement of railway bridges and we have been direct suppliers of KCS since 2019

Esbelta Edificación Industrial S.A. de C.V supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Esbelta Edificación Industrial S.A. de C.V unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Esbelta Edificación Industrial S.A. de C.V is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Ing. A. Oswaldo Zavala Jiménez
Director general
EDIFICACIÓN ESBELTA
edificacionesbelta@gmail.com
Tel: (33) 31.46.29.02

cc : Parties of Record

SAMPLE / DRAFT

Tom Kissinger, President
5024 Whispering Oaks Lane
Smithville, MO 64089
816-289-1771 mobile
816-873-0060 office
816-873-0100 fax
EstcoTK@aol.com

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

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

Dear Ms. Brown:

Estco, Inc. is currently and has been providing Kansas City Southern with fuel audits and consulting services in all fueling locations since 2007.

Estco, Inc. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

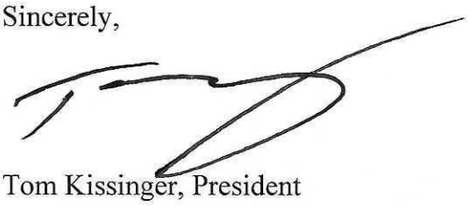
We see the combination as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Estco, Inc. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow

Kansas City Southern' s shareholders to make a fair and informed decision on combining with Canadian National.

Estco, Inc. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Tom Kissinger, President

cc: Parties of Record

May 27th, 2021

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

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

Dear Ms. Brown:

EXTRACCIONES BASALTICAS SA DE CV is a Mexican-based Company committed to the extraction and crushing of nonmetallic minerals. We are the leading aggregate supplier for the railway sector in Mexico, while also serving the road and general construction sectors. Our products have successfully positioned themselves in Mexico and Texas. We have been working with Kansas City Southern since 1997 (formerly known before 2005 as TFM).

EXTRACCIONES BASALTICAS SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders**. EXTRACCIONES BASALTICAS SA DE CV** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

EXTRACCIONES BASALTICAS SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Lic. Bernardo Ramirez Ramirez
CEO
Extracciones Basalticas SA de CV

Fast Dolphin, Inc.
12555 Orange Drive, Suite 4059
Ft. Lauderdale, FL 33330
Tel: +1 877-670-0850
www.fastdolphin.com

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

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

Dear Ms. Brown:

Fast Dolphin, founded in 2004, is an international staffing company based in Florida with offices in the US, Canada, Mexico, Colombia and Brazil, specialized in providing bilingual and trilingual IT experts across the Americas, either for temporary engagements or permanent positions. Particularly with Kansas City Southern, Fast Dolphin has provided talented professionals for their projects in the US and Mexico for the last couple of years.

Fast Dolphin supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

Fast Dolphin
GREAT TALENT, BETTER RESULTS

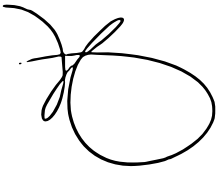
Fast Dolphin, Inc.
12555 Orange Drive, Suite 4059
Ft. Lauderdale, FL 33330
Tel: +1 877-670-0850
www.fastdolphin.com

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.
We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Fast Dolphin unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Fast Dolphin is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Carlos Guerrero
Senior Partner
Fast Dolphin Inc.

cc: Parties of Record

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

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

Dear Ms. Brown:

FERROPOLYMERS SA DE CV is a service station located in the municipality of Pedro Escobedo, Querétaro, Mexico and the relationship it has with Kansas City Southern consists of rail transport services such as tracking and receipt of products, as well as the withdrawal of empty units, the logistics originates in the city of Brownsville Texas, the product arrives at our facilities and ends with the withdrawal of empty units.

It is very pleasant to communicate the satisfaction with the service and the attention to all our requests during approximately four years with an excellent commercial relationship.

FERROPOLYMERS SA DE CV supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

For Ferropolymers to continue having a quality service to our customers, it is essential to continue with the local service for the arrival and withdrawal of products and empty units, as well as their tracking.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

For example:

SAMPLE / DRAFT

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

- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.

We are sure that the service will be optimized, in the delivery times due to the experience that Canadian National and Kansas City Southern have.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. FERROPOLYMERS SA DE CV unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

FERROPOLYMERS SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Eduardo Apellaniz de la Puente.
Shareholder Ferropolymers SA de CV.

cc: Parties of Record

FERROSERVICIOS

SUPPORT LETTER

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

ANA LUISA MONTES TREJO, legal representative, of the company FERROSERVICIOS S.A DE C.V. accredited with Public Deed number 68,610 dated October 24th, 2006, granted before the faith of Notary Public No. 2 of the notarial demarcation of Tolimán, stating under protest of telling the truth that to date said Faculties and powers have not been revoked. Or limited in any way.

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

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

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

FERROSERVICIOS S.A. DE C.V.

FERROSERVICIOS

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

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

VERIFICATION

ANA LUISA MONTES TREJO
Legal representative of **FERROSERVICIO S.A. DE C.V.**
Under protest of telling the truth and under the laws of the United States, that the foregoing is true and correct. In addition, I certify that I have enough and sufficient power to do so.

(442) 278 1600
Carr. Estatal 100 km 36, San Idelfonso, Colón,
Pedro Escobedo, Qro. CP. 76700
www.ferroservicios.com

FERROVIAS APODACA

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

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

Dear Ms. Brown:

FERROVIAS APODACA is a contractor company that performs maintenance, repair and construction of railways and everything related to it. We have been providing these services for several years.

FERROVIAS APODACA supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. FERROVIAS APODACA unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

FERROVIAS APODACA is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

RENE ISRAEL PALAFOX VAZQUEZ
CEO

cc: Parties of Record

SAMPLE / DRAFT

FLOWSIS Soluciones en Medición de Hidrocarburos

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

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

Dear Ms. Brown:

Flowsis SAPI de CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders.

FLOWSIS SAPI DE CV
Horacio #124
Col. Polanco V sección
Alcaldía Miguel Hidalgo, Cdmx.
C.P.1156

Flowsis SAPI de CV unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Flowsis SAPI de CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



_____

Belén Galicia Rodríguez
Gerente

FLOWSIS SAPI DE CV
Horacio #124
Col. Polanco V sección
Alcaldía Miguel Hidalgo, Cdmx.
C.P.1156

FOCLAN
FIBER OPTIC AND COPPER LAN

May 27th 2021

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

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

Dear Ms. Brown:

FoClan de México is currently a Kansas City Southern supplier, with a solid working relationship that has grown and improved over time. We offer services in the field of telecommunications especially in fiber optic runs, radio links, structured cabling for yards, buildings and offices. As well as CCTV solutions, Access controls, among others.

FoClan de México supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

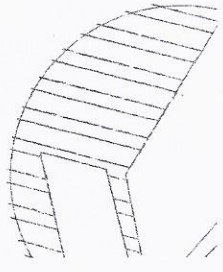
We are also very supportive of the positive impact of converting truck freight to rail on our environment.

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. FoClan de México unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

LAUSANA NO. 5109
FRACCIONAMIENTO LAS TORRES
MONTERREY, NUEVO LEÓN
C.P. 64930
TEL. (81) 83498050
FAX. (81) 83572880



FOCLAN
FIBER OPTIC AND COPPER LAN

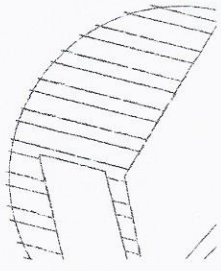
FoClan de México is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Mr. Carlos E. Sánchez T.

CEO

LAUSANA NO. 5109
FRACCIONAMIENTO LAS TORRES
MONTERREY, NUEVO LEÓN
C.P. 64930
TEL. (81) 83498050
FAX. (81) 83572880



Forestal Sierra Madre S.A .de C.V.

Monterrey, N.L., México, May 26, 2021.

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

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

Dear Ms. Brown:

Our company, Forestal Sierra Madre, S.A. de C.V. (FSM), is a Mexican corporation, participating in the wood preserving industry of North America since 1992 and is part of a group in the wood sector, established since 1910. We currently supply switch ties and bridge timbers to the Kansas City Southern de México, subsidiary of the KCS.

Forestal Sierra Madre, S.A. de C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

Forestal Sierra Madre S.A .de C.V.

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Forestal Sierra Madre, S.A. de C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Forestal Sierra Madre, S.A. de C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Rodrigo Elizondo Treviño
C.E.O.
Forestal Sierra Madre, S.A. de C.V.

Ave. De Las Industrias No. 700 Parque Industrial Escobedo
General Escobedo, N.L. 66062 México. T: + 52 (81) 8151.0000 | (81) 8336.0700

FR Terminales SA de CV

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

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

Mexico, City, May 26th, 2021

Dear Ms. Brown:

My name is Ramón Isla and my business address is Prolongación Av. San Antonio No. 36, Colonia San Pedro de los Pinos, Delegación Álvaro Obregón, C.P. 01180, México City. CDMX. I am Managing Director of FR Terminales, SA de CV. In my role, I am responsible for managing the sales and operations areas including finance, HR and legal departments.

FR Terminales is a company that operates Transloading Terminals throughout Mexican territory, KCSM and FR Terminales have a close business relationship that allows our companies to support our customers increase their rail operations.

FR Terminales supports the combination of Canadian National and Kansas City Southern because we believe it will create a more efficient and direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available. The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our customers

FR Terminales

FR Terminales SA de CV

FR Terminales is confident and supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above.

Sincerely,

Mr. Ramón Isla
Managing Director

FRONTIER BAG, INC.

Post Office Box 200 • Grandview, Missouri 64030

High Quality Extruder, Printer and Converter of Flexible Packaging Materials for the Global Market Since 1974.

Telephone: (816) 765-4811 **Fax: (816) 765-6603**

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

Dear Ms. Brown:

Frontier Bag has a very good relationship with KCS for over 20 plus years. KCS brings in all our railcars of polyethylene resin to our plant.

Frontier Bag supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

Frontier Bag receives the majority of resin by railcar to manufacture poly bags for industrial packaging.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.
For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of resins from Texas to Kansas City, Mo.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Frontier Bag unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Frontier Bag is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Mark Gurley
President

fuerzagráfica
Imprenta

Imprimimos soluciones, fortalecemos tu Éxito

- DISEÑO GRÁFICO
- PREPRENSA
- IMPRESIÓN DIGITAL
- IMPRESIÓN OFFSET
- EMPAQUES
- CAJAS RÍGUIDAS
- BOLSAS
- MUESTRARIOS
- ACABADOS IMPRESIONANTES

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

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

Dear Ms. Brown:

FUERZA GRAFICA DEL NORTE S.A. de C.V. has been working with KCS since 2014, providing graphic design, printing and advertising services in Monterrey.

FUERZA GRAFICA DEL NORTE S.A. de C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. FUERZA GRAFICA DEL NORTE S.A. de C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

FUERZA GRAFICA DEL NORTE S.A. de C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Benjamín Leal de la Garza
General Director

cc: Parties of Record

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

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

Dear Ms. Brown:

GCG CONSTRUCCION, MANTENIMIENTO Y TECNOLGIA SA DE CV has been working with KCS since 2015, providing crew transportation services Escobedo, Lazaro Cardenas and Morelia.

GCG CONSTRUCCION, MANTENIMIENTO Y TECNOLGIA SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. GCG CONSTRUCCION, MANTENIMIENTO Y TECNOLGIA SA DE CV unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

GCG CONSTRUCCION, MANTENIMIENTO Y TECNOLGIA SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Marco Celestin Navarrete
Senior Director

cc: Parties of Record

Palenque No. 487 Col. Vertiz Narvarte C.P. 03600
Ciudad de México
Teléfono: 01 (55) 5601 0507
ges@gesconstrucciones.com.mx

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

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

Dear Ms. Brown:

GES Construcciones de México, S.A. de C.V. works with KCSM Servicios S.A. de C.V. since 2007, with whom we currently have a contract to give attention to spills of hazardous materials derived from railway accidents, which include, but are not limited to the following: emergency response to spills, leaks, environmental liabilities, among others; as well as the restoration, remediation and/or characterization of those in which contamination to the surrounded environment has been registered.

GES Construcciones de México, S.A. de C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Palenque No. 487 Col. Vertiz Narvarte C.P. 03600
Ciudad de México
Teléfono: 01 (55) 5601 0507
ges@gesconstrucciones.com.mx

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **GES Construcciones de México, S.A. de C.V.** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

GES Construcciones de México, S.A. de C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Erika Garcia Huitron
Accountant
GES Construcciones de México, S.A. de C.V.
Office: 55 5601 0507
Mobile: 55 3906 8261

cc: Parties of Record

GIAN MULTISERVICIOS SA DE CV

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

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

Dear Ms. Brown:

GIAN MULTISERVICIOS SA DE CV, it's a company focused in bring all kind construction services and specialized gangs for facilities needs currently we been working with KCS since 2015.

GIAN MULTISERVICIOS SA DE CV. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **GIAN MULTISERVICIOS SA DE CV** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

GIAN MULTISERVICIOS SA DE CV. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Ing. Jaime Alejandro Espinosa Lara

Gerente General

grapevine designs
a brandcompany

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

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

Dear Ms. Brown:

Grapevine Designs is a promotional marketing partner to Kansas City Southern. We partner with them to procure and create giveaways, trade-show and events, and company apparel. We handle the Kansas City Southern branded merchandise, apparel and employee recognition efforts.

Grapevine Designs supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

creating the imaginable

8406 Melrose | Lenexa, KS 66214 | p 913.307.0225 | f 913.307.0096 | grapevinedesigns.com

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Grapevine Designs unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Grapevine Designs is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Chris Rosburg
Director of Business Development

cc: Parties of Record

creating
the
imaginable

8406 Melrose | Lenexa, KS 66214 | P 913.307.0225 | f 913.307.0096 | grapevinedesigns.com

May 26, 2021

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

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

Dear Ms. Brown:

Gross & Janes Company is a long-time supply chain provider of crossties and switch ties to Kansas City Southern railroad (KCS). These essential infrastructure products are a critical element for the KCS to maintain a safe operating railroad. These materials are produced by private business owners in the south-central region of the US, and provide a large economic impact within their local communities.

Gross & Janes Company supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Gross & Janes Company unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification.

For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Gross & Janes Company is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,
Gross & Janes Company

W. L. Behan IV

William L. Behan
President

GCPEASA
EXPERIENCIA E INNOVACIÓN CONSTRUCTIVA

May 26th 2021

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

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

Dear Ms. Brown:

Grupo Constructor Peasa S.A. de C.V. (GCPEASA) is a supplier of construction services for KCSM since 2011, during our commercial relationship we have performed construction works at intermodal facilities as well as in several sidetracks and main tracks across México.

GCPEASA supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. GCPEASA unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

GCPEASA is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Ing. Horacio Sajid Barba Gómez
CEO

Cc: Parties of Record

CONSTRUCCIONES
Y PROYECTOS
INTEGRALES
GRUPO DE COMUNICACION DIGITAL, S.A. DE C.V.

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

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

Dear Ms. Brown:

GRUPO DE COMUNICACION DIGITAL, S.A DE C.V. since 2017 has provided a bast variety of services and products such as installation and maintenance of towers and repeaters, installation of AEI equipment, structured cabling, optical fiber works.

GRUPO DE COMUNICACION DIGITAL, S.A DE C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **GRUPO DE COMUNICACION DIGITAL, S.A DE C.V.** unequivocally supports approval of

Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

GRUPO DE COMUNICACION DIGITAL, S.A DE C.V. is confident and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



ING. CARLOS EDUARDO ROSAS OCHOA.
ADMINISTRACION GENERAL.

cc: Parties of Record

GCSMA

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

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

Dear Ms. Brown:

GRUPO DE CONSULTORIA EN SEGURIDAD Y MEDIO AMBIENTE, SC is consulting services in safety, environment, civil protection, hygiene, health y laboratory of trials

GRUPO DE CONSULTORIA EN SEGURIDAD Y MEDIO AMBIENTE, SC supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. GRUPO DE CONSULTORIA EN SEGURIDAD Y MEDIO AMBIENTE, SC unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

San Francisco de Asís N°2042 Misión de San José E-mail: dirección@gcsma.mx
CP. 37218 León, Guanajuato

GRUPO DE COSNULTORIA EN SEGURIDAD Y MEDIO AMBIENTE, SC is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Francisco Javier Torres Fraga
Manager

cc: Parties of Record

San Francisco de Asís N°2042 Misión de San José E-mail: dirección@gcsma.mx
CP. 37218 León, Guanajuato

Deintec

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

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

May 28, 2021

Dear Ms. Brown:

Grupo Deintec is an IT Specialized Services Provider with more than 20 years in the Mexican and American markets and has been a technological partner for Kansas City Southern Mexico since 2007, working in many enterprise initiatives along this time. Our services are mainly Custom Software Development, Business Intelligence Consultancy, Specialized IT Staff Augmentation and Enterprise Digital Transformation.

DEINTEC supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. DEINTEC unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification.

For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

DETINTEC is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Guillermo Eduardo Sandoval Mier
Chief Information Officer

cc: Parties of Record

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

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

Dear Ms. Brown:

GRUPO FERRETERO VALMAR SA DE CV has been working with KCS since 2014, providing heavy duty machinery rentals in central Mexico.

GRUPO FERRETERO VALMAR SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. GRUPO FERRETERO VALMAR SA DE CV unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

GRUPO FERRETERO VALMAR SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Alejandro Romero Espinosa
Sales Director
Grupo Ferretero Valmar, S.A. de C.V.

cc: Parties of Record

RFC:GFV15110JG6 Tel: 555769-3950

Benito Juárez No.17-a Col. San Juan Ixhuatepec Tlalnepantla de Baz Estado de México C.P. 54180

GRUPO ITRAC LOGISTICS S.A. de C.V.

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

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

Dear Ms. Brown:

GRUPO ITRAC LOGISTICS S.A. de C.V. is a Railway company which since 2019 provides several services as Construction and maintenance of railways across all the country, mostly in the center and north of Mexico. Also we provide service as protection on railways through our flagmen team.

GRUPO ITRAC LOGISTICS S.A. de C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. GRUPO ITRAC LOGISTICS S.A. de C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its

decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

GRUPO ITRAC LOGISTICS S.A. de C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

GABRIELA LOZANO CERVANTES

CEO GRUPO ITRAC LOGISTICS S.A. de C.V.

cc: Parties of Record

POSADAS

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

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

Dear Ms. Brown:

GRUPO POSADAS is the biggest and most important hotel operator in México, being one of the most important provider of lodging for KCS.

GRUPO POSADAS supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. GRUPO POSADAS unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

GRUPO POSADAS is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Rafael Lizarraga Rocha
Chief Commercial Officer

cc: Parties of Record

SEMTY

GRUPO SEMTY
Muebles Para Oficina

T. (81) 8335 9192
Río Misissipi #410 Ote.
Del Valle, S.P.G.G., N.L.
66220
www.semty.com

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

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

Dear Ms. Brown:

DISENO CREATIVO DE MUEBLES PARA OFICINA SA DE CV. is a company with more than 25 years manufacturing and selling office furniture for the industry and we been working together with KCS since 2015.

DISENO CREATIVO DE MUEBLES PARA OFICINA SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

SEMTY

GRUPO SEMTY
Muebles Para Oficina

T. (81) 8335 9192
Río Misissipi #410 Ote.
Del Valle, S.P.G.G., N.L.
66220
www.semty.com

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **DISENO CREATIVO DE MUEBLES PARA OFICINA SA DE CV** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

DISENO CREATIVO DE MUEBLES PARA OFICINA SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Lic. Juan Antonio Garza Moreno
CEO

H@ltek
ALTA TECNOLOGIA COMPUTACIONAL

PC Partner Lenovo Platinum

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

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

Dear Ms. Brown:

Haltek is a Lenovo first tier distributor, highly specialized in Lenovo products, servers, storage, notebook computers, desktops and office productivity equipment.

Haltek is an authorized warranty center for the entire Lenovo equipment line.

Haltek has been focused and specialized in providing personalized attention, in computer systems equipment and onsite system engineering services, to Kansas City Southern since 2013.

Haltek is a Integrator, Distributor and service provider for the more important brands of computer and related peripherals, oriented to provide complete computer systems solutions, with a total commitment of support and involvement to KCS.

Haltek supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

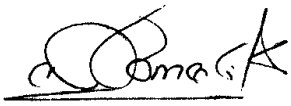
We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

SISTEMAS JAL-TEC, S.A. DE C.V.,
TEL: (81)1052-3950, BOULEVARD ANTONIO L. RODRIGUEZ #3000, OFNA 1006, TORRE ALBIA, COL. SANTA MARIA, C.P. 64650, MONTERREY, N.L., MÉXICO

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Haltek unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Haltek is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Andrés Lomelí Hernández
Haltek CEO

cc: Parties of Record

May-31-2021

HAMAMATSU AUTOMOTOR DEL NORTE SA DE CV

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

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

Dear Ms. Brown:

HAMAMATSU AUTOMOTOR DEL NORTE SA DE CV has been the top seller/dealer for the Suzuki brand in Northeast Mexico and has been a true commercial partner to Kansas City Southern de Mexico in recent years.

HAMAMATSU AUTOMOTOR DEL NORTE SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy. We are also very supportive of the positive impact of converting truck freight to rail on our environment. CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS. We see the combination as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. HAMAMATSU AUTOMOTOR DEL NORTE SA DE CV unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National. HAMAMATSU AUTOMOTOR DEL NORTE SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Jose Luis Ortiz Guerrero
(General Manager)

SUZUKI
HAMAMATSU AUTOMOTOR
DEL NORTE S.A. DE C.V.

HANSON
ENGINEERING | PLANNING | ALLIED SERVICES

PH 800.788.2450
HANSON-INC.COM

1625 S. 6th STREET
SPRINGFIELD, IL 62703

May 28, 2021

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

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

Dear Ms. Brown:

Hanson Professional Services Inc. (Hanson) supports the combination of Canadian National (CN) and Kansas City Southern (KCS) because of the superior benefits a CN-KCS railway would have for faster, safer, cleaner and more direct service for North-South trade.

As a supplier of engineering services to CN, KCS, and other Class 1 railroads across North America, Hanson sees this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be beneficial to Hanson and the overall economies of the United States, Canada, and México.

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

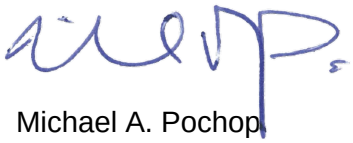
CN has a successful track record of combination over the past 25+ years with Illinois Central, Wisconsin Central, Eglin Joliet & Eastern, and other railroads and we believe CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as beneficial; we do not anticipate any negative impacts to our company, the environment or market competition. CN is adequately addressing market competition concern by agreeing to divest one of the CN and KCS routes between Baton Rouge and New Orleans.

Hanson is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for the reasons as stated above. We hope to see the premier 21st Century railway come to life.

Sincerely,

HANSON PROFESSIONAL SERVICES INC.



Michael A. Pochop
Vice President

cc: Paula Pienton, Canadian National Railway
Kevin Day, Canadian National Railway
Steven Raiche, Kansas City Southern Railway
Carlos Reyna, Kansas City Southern de México

Hayden
TOWER SERVICE, INC.

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

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

Dear Ms. Brown:

Hayden Tower Service, a turn-key telecommunications contractor based out of Topeka, KS, values the long-term relationship with KCS in delivering tower erection, maintenance, and site civil construction services.

Hayden Tower Service supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Hayden Tower Service unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Sothern's shareholders to make a fair and informed decision on combining with Canadian National.

Hayden Tower Service is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Tommy Lewis
Project Manager
Hayden Tower Service, Inc.
2836 NW Hwy 24
Topeka, KS 66618
Phone: 785-232-1840
TLewis@haydentower.com
www.haydentower.com

Mantenimiento y Refrigeración Industrial
Sr. Henrry Monsivais Sandoval
Tel Cel.- 811-795-1783

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

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

Dear Ms. Brown:

Henrry Monsivais S. is Maintenance and repair of central climates, Chillers, water handlers, cooling towers, electrical services, minisplit

Henrry Monsivais S. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

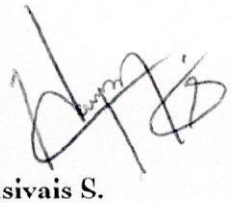
We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **Henrry Monsivais S.** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City

Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Henrry Monsivais S. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Henrry Monsivais S.
Mantenimiento y Refrigeracion Industrial

cc: Parties of Record

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

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

Dear Ms. Brown:

HERRAJES FERROVIARIOS DEL POTOSI, S.A. DE C.V. has been supplier since 2000 until now on all kind of services related with the railway infrastructure.

HERRAJES FERROVIARIOS DEL POTOSI, S.A. DE C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. HERRAJES FERROVIARIOS DEL POTOSI, S.A. DE C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive

approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

HERRAJES FERROVIARIOS DEL POTOSI, S.A. DE C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Ing. Jorge Antonio González Beltrán
Director General HFPSA.
May 26th, 2021

cc: Parties of Record

May 27, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company.

Dear Ms. Brown:

HESCA ENVIRONMENTAL LLC and HESCA ENVIRONMENTAL SERVICES De MEXICO S.A. De C.V. have a contractual commercial relationship with KCS and KCSM as a provider of Environmental Haz Mat Emergency Response Services, Industrial Services (Tank Car Maintenance, Cleanings) and Volumetric Calibration Services. HESCA holds several Accreditations and Certifications including but not limited to AAR M-1002 (C6r) and M-1003, Entidad Mexicana de Acreditación (EMA), and comply with Homeland Security C-TPAT program. HESCA has been a provider to KCS and KCSM since 2007.

HESCA supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

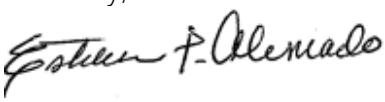
We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

www.hescaing.com
México: (+52) 411 1644 011 Conm. Ext. 105-107
US: +1 210 9985 592
salvarado@hescaing.com

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. HESCA unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

HESCA is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



HESCA Environmental Services LLC
HESCA Environmental Services de Mexico S.A. De C.V.
Esteban (Steve) Alvarado
C.O.O.

18756 Stone Oak Parkway Suite 200
San Antonio, Texas 78258

cc: Parties of Record

May 26, 2021

To Whom it May Concern:

Holden America de Mexico is the Mexican affiliate of Holden America, IL, LLC, 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 Canadian National (CN) and Kansas City Southern (KCS).

Holden America de Mexico enthusiastically supports approval of the proposed combination of CN and KCS.

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 "CN+KCS" 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 hereby request that the STB approves the CN-KCS transaction and the voting trust that has been proposed. We hope to see the benefits for our industry come to light as soon as possible.

Yours truly,



Bruno Pietrobon
President

PASEO DE LOS LAURELES 400, RAMOS ARIZPE, COA, MX, 25904, TORREMOLINOS
Tel. No. 844-228-1861 EMAIL : info@holdenamerica.com

HTEC de Mexico, S.A. de C.V.
Calle Honduras No. 149, Entre Calles Guillermo Prieto y Tamaulipas,
Colonia Modelo. H. Matamoros, Tamaulipas C.P. 87360 Mexico
+1 816 233 9002 • www.herzog.com

May 28, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Kansas City Southern de Mexico, S.A. de C.V., Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown,

The Herzog Companies, including HTEC de Mexico, S.A. de C.V. (Herzog), provide maintenance of way / material handling services for all the Class 1 railroads utilizing our technologically advanced specialized equipment fleet.

Herzog believes that a strategic acquisition of KCS and KCS Mexico (KCSM) has the potential of delivering superior benefits to North-South trade through faster, safer, cleaner and more direct services.

We believe CN's proposed voting trust benefits KCS and KCSM and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS and KCSM by either CN or CP.

In order to ensure a level playing field for both bids, Herzog believes that the STB should review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period.

Herzog is confident in and strongly supports the proposed acquisition of KCS and KCSM and we look forward to seeing the premier 21st century railway come to life.

Sincerely,

Brad Lager

Brad Lager
President & CEO

hublance

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Hublance is an international company that offers Recruitment and Contract Solutions for global Companies. We have presence in 20 countries, and we are proud to assist Kansas City Southern by adding value in resolving their IT staffing needs.

Hublance supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Hublance unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Hublance is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Walter Carrara
President of Hublance México S.C.

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

IMPULSORA INDUSTRIAL SM LOGISTICS is a company dedicated to the transport services of personnel, providing this service to the Kansas City Southern (Watco Company) from June 2020 to date

IMPULSORA INDUSTRIAL SM LOGISTICS supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. IMPULSORA INDUSTRIAL SM LOGISTICS unequivocally supports approval of Canadian National's voting trust.

Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

IMPULSORA INDUSTRIAL SM LOGISTICS is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Jorge Alejandro Santos Gonzalez
Chief Executive Officer

cc: Parties of Record

May 27th, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: **FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company**

Dear Ms. Brown:

IMPULSORA TLAXCALTECA DE INDUSTRIAS, S.A. DE C.V. is a Mexican company founded in 1965 dedicated to concrete ties production, construction, maintenance and rehabilitation of rail track, civil works, earthworks, precast concrete elements production, steel pipes manufacture; we have worked since 1996 with Transportación Ferrovíaria Mexicana, S.A. de C.V. and after with Kansas City Southern de Mexico S.A. de C.V., once TFM addition had been made, being one of our main clients.

IMPULSORA TLAXCALTECA DE INDUSTRIAS, S.A. DE C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **IMPULSORA TLAXCALTECA DE INDUSTRIAS, S.A. DE C.V.** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

IMPULSORA TLAXCALTECA DE INDUSTRIAS, S.A. DE C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Ing. Ricardo Morales Moreno
Legal Representative
Impulsora Tlaxcalteca de Industrias, S.A. de C.V.

INCA CORPORATION
"Masters of Automation"

1632-1/2 West 134th Street ● Gardena, CA 90249 (310)
808-0001 ● FAX (310) 808-9092
www.inca-tvlifts.com

Manufacturers of the World's Finest Machines for Video and Home Entertainment Systems

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

INCA CORPORATION is a supplier of INCA Railroad Toilets and Parts for over 20 years.

INCA CORPORATION supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. INCA CORPORATION unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust

structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

INCA CORPORATION is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Ismael Nastor
Accounting & Finance

INDUSTRIA
RENOVADORA DE LLANTAS
VICTORIA

GALGO MR

Monterrey N. L. a 28 de Mayo 2021

Jorge Alberto Eskildsen Morales
General Manager
Industria Renovadora de Llantas Victoria S.A. de C.V.
Libramiento Noreste km 26.5 #107
General Escobedo NL
Zipe Code 66062

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Industria Renovadora de Llantas Victoria S.A. de C.V we are a company dedicated to renewing truck tires. we have a business relationship with KCSM for 9 years

Industria Renovadora de Llantas Victoria S.A. de C.V supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

Industria Renovadora de Llantas Victoria S.A de C.V.
Libramiento Noreste km26.5 # 107
Parque Industrial Periférico
Escobedo Nuevo León
(01)(81) 8351-8842 / 8351-8843 / 8351-6140

INDUSTRIA
RENOVADORA DE LLANTAS
VICTORIA

GALGO MR

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders.
Industria Renovadora de Llantas Victoria S.A. de C.V unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Industria Renovadora de Llantas Victoria S.A. de C.V is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Jorge Alberto Eskildsen Morales.
General Manager

Industria Renovadora de Llantas Victoria S.A de C.V.
Libramiento Noreste km26.5 # 107
Parque Industrial Periférico
Escobedo Nuevo León
(01)(81) 8351-8842 / 8351-8843 / 8351-6140

INGESA

INGE INSTALACIONES SA DE CV

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

INGE INSTALACIONES SA de CV. is a company dedicated to provide sales and full service to all kind of A/C units for the industry and we been working together with KCS since 2015.

INGE INSTALACIONES SA de CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders **INGE INSTALACIONES SA de CV** supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.
INGE INSTALACIONES SA de CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

ING. JORGE A. GONZALEZ CANTU

cc: Parties of Record

Riva Palacio #451 ote Zona Centro C.P. 64000 Monterrey, N. L. Tel./fax 8345 9529, 8343 2987
E-mail: ingesa@att.net.mx

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Ingeniería y Biodiversidad S.A. de C.V.(IBIO) is a supplier of environmental consulting in which it stands out the management of all types of waste, environmental management, and environmental engineering, in addition to this we carry out industrial maintenance and cleaning, we have been doing these services since 2008.

IBIO supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. IBIO unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

IBIO is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Rodolfo Rodriguez Ramirez
Biologist & Environmental Engineer
Shareholder and Director

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Jackson International, Inc (DBA Jaxon) supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Jaxon unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Jaxon is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Adam Stryffeler
President

PHONE/FAX (866) 379-2009
Mineral Ridge, Ohio
WWW.JAXONUSA.COM

JAKAY SIGNALING INC.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

JaKay Signaling Inc. is the primary Signal Engineering and Design firm for Kansas City Southern. We've been KCS's primary signal design firm for over 25 years. We provide many services for their signal department, such as wayside signal design, crossing design, project management, and utility coordination.

JaKay Signaling Inc. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. JaKay Signaling Inc. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will

allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

JaKay Signaling Inc. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Heather Van Hoecke
CEO
JaKay Signaling Inc.

cc: Parties of Record

JALAMAAR
del Centro S.A. de C.V.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re:FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Jalamaar del Centro S.A. de C.V. is a company established since 2008, and ever since its creation has been offering its services to Railroad enterprises, and from the beginning we have been executing services directly to Kansas City Southern or now Canadian Nacional, through other companies or directly from us, our portafolio of services are Locomotive Washing, Locomotive Accident Repair that goes from welding to paint finishes, we also delivered complete paint of entire locomotives and different kind of railroad cars; one of our service is industrial maintenance, we had the maintenance of the intermodal ramps in Salinas Victoria, Interpuerto y Puerta Mexico, and currently in Lazaro Cardenas, and we offer railroad maintenance.

Jalamaar del Centro SA de CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

2a. PRIVADA DE ITURBIDE Num. 500 C.P. 78430 Tel. 244 10 77
SOLEDAD DE GRACIANO SANCHEZ, CENTRO, S.L.P.- MEXICO

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Jalamaar del Centro SA de CV unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Jalamaar del Centro SA de CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Ing. Joel Orlando Labrada Martínez
Representante Legal of Jalamaar del Centro S. A. de C. V.

cc: Parties of Record

JDTM
SERVICIOS S.A DE C.V

San Luis Potosí, S.L.P. a 27 de Mayo de 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:
JDTM SERVICIOS S.A. de C.V has been working with KCS since 2013, providing heavy duty machinery rentals and freight services.

JDTM SERVICIOS S.A. de C.V supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. JDTM SERVICIOS S.A. de C.V unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting

trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

JDTM SERVICIOS S.A. de C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

CP Juan de Dios Torres Mendoza
Director
JDTM Servicios SA de CV

cc: Parties of Record

JEI, INC.

1876 Custer Roberts Hollow Rd. Custer KY. 40115
Tel. (270) 536-3521
Fax (270) 536-3530

May 25th, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

JEI, Inc. is very content and happy with the service it has always received from the KCS at our Fort Smith Arkansas facility. We ship scrap paper into Mexico out of that facility. Now that the KCS will be sharing lines with the CN we will be contacting the KCS and talking about some potential business out of Canada into the Chicago Market.

JEI, Inc. supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

We believe that a combination of Canadian National and Kansas City Southern would help us to win in our markets. Canadian National's strong track record of success providing superior service, intermodal capabilities, and safety, gives us confidence that a combined Canadian National-Kansas City Southern would be best positioned to serve our needs. Additionally, Canadian National's successful track record

of combinations over the past 25+ years also provides assurance that Canadian National will effectively and seamlessly be able to integrate and partner with Kansas City Southern.

We currently ship our customers paper from Fort Smith Arkansas via rail into Mexico. We currently ship lumber in from Canada via truck into Chicago, now that the merger is going to take place we will be contacting the KCS for some rates. The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Scrap Paper from Fort Smith to Mexico.

- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.

- By dealing with one rail road for moves, it will reduce the handling costs and make it more competitive than trucking the material to our customer..

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. JEI, Inc. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

JEI, Inc. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Gerardo M. Jaime
General Manager

JERÓNIMO ALVARADO CONSTRUCCIONES Y MONTAJES, S.A. DE C.V.

JAC0503301LA

Cynthia T. Brown
Jefa de la Sección de Administración
Oficina de Procedimientos
Junta de Transporte de Superficie
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries-Control-Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Estimada Sra. Brown:

JERONIMO ALVARADO CONSTRUCCIONES Y MONTAJES S.A. DE C.V. Empresa dedicada al diseño, fabricación (torres de telecomunicaciones), montaje de estructuras metálicas además de obra civil y eléctrica.

JERONIMO ALVARADO CONSTRUCCIONES Y MONTAJES S.A. DE C.V. apoya la combinación de Canadian National y Kansas City Southern por los beneficios superiores que aportaría un ferrocarril CN-KCS al ofrecer un servicio más rápido, más seguro, más limpio y más directo para el comercio Norte-Sur.

Como proveedor de la industria ferroviaria, esta combinación será estratégica, ya que apoyará el crecimiento del comercio entre México, EE.UU. y Canadá y el crecimiento de la inversión en la red ferroviaria, lo que será beneficioso tanto para nosotros como para la economía en general.

También apoyamos el impacto positivo de la conversión del transporte de mercancías por camión al ferrocarril en nuestro medio ambiente.

El exitoso historial de combinaciones de CN en los últimos 25 años también nos da la seguridad de que CN podrá integrarse y asociarse con KCS de forma eficaz y sin problemas.

Consideramos que la combinación sólo es beneficiosa, no prevemos ningún impacto negativo para nuestra empresa, el medio ambiente o la competencia del mercado.

Un aspecto central de la oferta de Canadian National por Kansas City Southern es el establecimiento de un fideicomiso de voto que beneficie a los accionistas de Kansas City Southern. Nombre de la empresa] apoya inequívocamente la aprobación del fideicomiso de voto de Canadian National. Canadian National propone la misma estructura de fideicomiso de voto que Canadian Pacific, que la Junta aprobó recientemente con una modificación. Por las razones que la STB proporcionó al tomar su decisión, creemos que el fideicomiso de

voto de Canadian National también debería recibir la aprobación. Este resultado permitirá a los accionistas de Kansas City Southern tomar una decisión justa e informada sobre la combinación con Canadian National.

JERONIMO ALVARADO CONSTRUCCIONES Y MONTAJES S.A. DE C.V. confía y apoya firmemente la propuesta de adquisición de Kansas City Southern por parte de Canadian National por todas las razones expuestas anteriormente. Esperamos ver el primer ferrocarril del siglo XXI.

Atentamente

Humberto Alvarado Rodríguez
Proyectos

cc: Partes del registro

JHAMS UNIFORMES S.A. de C.V.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Jhams Uniformes S.A. de C.V. is KCS Uniforms Suppliers since 2019.

Jhams Uniformes S.A. de C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Jhams Uniformes S.A. de C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Jhams Uniformes S.A. de C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Martha Vazquez Ocejo
Manager.

Km 5 Carretera a Matehuala , Soledad de Graciano Sanchez, San Luis Potosi, Mexico.
Tel. (444) 8310761 / 312218
www.jhams.com.mx

JOLAM

CONSTRUCCIÓN Y DISEÑO S.A. DE C.V.

Monterrey, NL., a 26 de mayo de 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

JOLAM CONSTRUCCION Y DISEÑO S.A DE C.V. we are a railway track construction company that has been working with KCSM since 2006 providing maintenance service and construction of railway tracks on its railway lines.

JOLAM CONSTRUCCION Y DISEÑO S.A DE C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

Lago Catemaco No. 10 – 403, Colonia Anáhuac, Del. Miguel Hidalgo, 113200. México, DF.
Tel: (01-55) 53-41-16-18 Cel: 044 55-54-35-93-00 Cel: 044 55-54-06-69-89

JOLAM

CONSTRUCCIÓN Y DISEÑO S.A. DE C.V.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. JOLAM CONSTRUCCION Y DISEÑO S.A. DE C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

JOLAM CONSTRUCCION Y DISEÑO S.A. DE C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

ING. ANTONIO MANJARREZ ANAYA
DIRECTOR DE OPERACIONES
JOLAM CONSTRUCCION Y DISEÑO S.A DE C.V.

cc: Parties of Record

Lago Catemaco No. 10 – 403, Colonia Anáhuac, Del. Miguel Hidalgo, 113200. México, DF.
Tel: (01-55) 53-41-16-18 Cel: 044 55-54-35-93-00 Cel: 044 55-54-06-69-89

1710 Southern Road
Kansas City, MO 64120

Phone: (800) 828-5246 or (816) 448-9834

Email Stuart@kahnsteel.com
Website www.kahnsteel.com

5/26/2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Kahn Steel Company is a steel wholesaler operating throughout North America. We currently own a warehouse and steel yard in Kansas City that is served by the Kansas City Southern. We have another facility in the Chicago area that we operate out of that is served by the Canadian National. And we often purchase and import steel out of Calgary and into the United States by way of the Canadian National.

Kahn Steel supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

We believe that a combination of Canadian National and Kansas City Southern would help us to win in our markets. Canadian National's strong track record of success providing superior service, intermodal capabilities, and safety, gives us confidence that a combined Canadian National-Kansas City Southern would be best positioned to serve our needs. Additionally, Canadian National's successful track record of combinations over the past 25+ years also provides assurance that Canadian National will effectively and seamlessly be able to integrate and partner with Kansas City Southern.

The merger of these two railroads would allow us to ship direct from Calgary to Kansas City, all by the same railroad which would lower our costs and make us more competitive. It would also allow us direct shipments between our Chicago yard and Kansas City yard, which again would help by lowering our costs.

Kahn Steel is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We look forward to the new opportunities that this will bring our company and customers.

Sincerely,

Stuart Muehl
General Manager
Kahn Steel Co. Inc.

Kansas City Railcar Service, Inc.

1147 South 14th Street
Kansas City, Kansas 66105-1657
Ph. (913) 621-0326

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re:FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Kansas City Railcar Service is a service provider for railcar repair for both the CN, and the KCS. Our relationship with the KCS spans over 20 years. We believe this merger will only allow for more opportunities for our shop, and the network, as a whole. It will give us the chance to grow our exposure with the CN, and ultimately grow a small business that supports many businesses just like ourselves. This further supports the need for our trade to move more North and South, and support the North American Territories and the Mexico affiliates. We believe the loads and originations through Kansas City will increase, as this becomes the most direct path of travel moving North and South. The relationship will support the growth that the USMCA Agreement, and allow for the supply chain to not be so reliant on overseas partnerships. The fact remains that the Midwest to West Coast is ran by two railroads, and the East Coast is ran by two railroads, so it would only make sense to support and merger that properly sizes these two railroads to run the North and South bound movement of America.

Kansas City Railcar Service, Incorporated supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS. We see the combination as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Kansas City Railcar Service, Incorporated unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern shareholders to make a fair and informed decision on combining with Canadian National.

Kansas City Railcar Service, Incorporated is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Dane C. Eighmey
Vice President/ Principal – Kansas City Railcar Service, Inc.

KCRS, INC.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

KBEST TECHNOLOGIES de MEXICO SA de CV is working KCS-CN since 2005, providing telecommunication services and equipment for the main backbone network communications in Mexico.

KBEST TECHNOLOGIES de MEXICO SA de CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. KBEST TECHNOLOGIES de MEXICO SA de CV unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

KBEST TECHNOLOGIES de MEXICO SA de CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Rogelio Jimenez W
C.E.O.

May 27, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

K-Libra is a provider, since 2009, of Service and maintenance for fuel measuring & monitoring devices used by KCS. We also provide, associated with other companies, Fuel Measuring Systems (FMS) for KCS, where we record, compile, analyze and present, fuel movement events and inventory displacement records occurring at KCS locomotive fueling yards in both Mexico and the USA.

K-Libra supports the combination of Canadian National and Kansas City Southern. We believe this combination will surely bring superior benefits to all local, national, and international commerce. A CN-KCS railway would bring more beneficial additions, such as offering faster, safer, cleaner, and more direct service for trade in all North America.

It is also our belief that this combination will have a tremendous impact on the environment by reducing overall pollution, and dangerous traffic on the highways, as more freight will be running on trains, instead of trucks.

CN's successful track record of combination over the past 25+ years also provides assurance that CN the integration with KCS, to bring to life the first 21st century North American Railway, will occur with full efficiency.

This combination will be strategic as it will support and increase, trade between Mexico, USA, and Canada. We believe this will also bring growth in investments in rail network which will be both beneficial to us, our suppliers, our employees, and to the overall economy. As a supplier to the railway industry, we do not see, or anticipate, any negative impacts to our company, the environment, or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **K-Libra** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the

STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Sothern's shareholders to make a fair and informed decision on combining with Canadian National.

K-Libra is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern in view of all benefits to come in commerce, safety, and the environment.

Sincerely yours,

Gustavo Lopez Guerra
Chief Executive Officer

LEWIS
BOLT & NUT COMPANY

May 28, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Lewis Bolt is a supplier of fasteners to the rail industry and CN is one of our customers.

My name is George Apostolou and I am the AVP of Sales at Lewis Bolt, where my duties include Sales and support of Class I railroads. Lewis Bolt supports the approval of the proposed combination of CN and KCS

Lewis Bolt & Nut and Company supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

NRC
National Railroad Construction & Maintenance Association

SALES: 700 TWELVE OAKS CENTER DR., SUITE 711 • WAYZATA, MN 55391-1417
1-800-328-3480 • (952) 449-9630 • FAX (952) 449-9607
sales@lewisbolt.com
MANUFACTURING: 30105 SIXTH AVENUE • LA JUNTA, CO 81050
1-800-348-8098 • (719) 384-5400 • FAX (719) 384-0130

LEWIS
BOLT & NUT COMPANY

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Lewis Bolt & Nut Company unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Lewis Bolt is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



George Apostolou
AVP, Sales

NRC
National Railroad Construction & Maintenance Association

SALES: 700 TWELVE OAKS CENTER DR., SUITE 711 • WAYZATA, MN 55391-1417
1-800-328-3480 • (952) 449-9630 • FAX (952) 449-9607
sales@lewisbolt.com
MANUFACTURING: 30105 SIXTH AVENUE • LA JUNTA, CO 81050
1-800-348-8098 • (719) 384-5400 • FAX (719) 384-0130

LOCOMOTORAS SAN LUIS S.A. DE C.V.
Certificado en M-1003 de AAR
Reparación, Modificaciones y Reacondicionamiento de Locomotoras

27 May, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Locomotoras San Luis, SA de CV has been a supplier for more than 10 years, We are one of the largest and diverse service providers for repair, maintenance and related components to the railway industry in Latin America.

Locomotoras San Luis, SA de CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

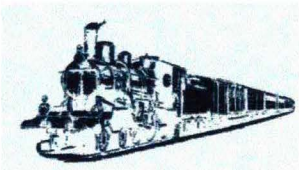
As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

AAR M-1003 CERTIFIED
CAMINO A SAN JUANICO #555, CAMINO A SAN JUANICO GRANDE,
SAN LUIS POTOSI, S.L.P., MEXICO C.P. 78411
Tel. (444) 823 8277



LOCOMOTORAS SAN LUIS S.A. DE C.V.

Certificado en M-1003 de AAR
Reparación, Modificaciones y Reacondicionamiento de Locomotoras

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Locomotoras San Luis, SA de CV unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Locomotoras San Luis SA de CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

José Cardona González
Representante Legal
Locomotoras San Luis SA de CV

cc: Parties of Record

AAR M-1003 CERTIFIED

CAMINO A SAN JUANICO #555, CAMINO A SAN JUANICO GRANDE,
SAN LUIS POTOSI, S.L.P., MEXICO C.P. 78411
Tel. (444) 823 8277

LONESTAR

Lone Star Specialties, LLC

4200 E. Skelly Drive, Suite 600

Tulsa, OK 74135

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Lone Star Specialties, LLC has been the primary wood preservative (creosote) supplier for the Kansas City Southern since 2012.

Lone Star Specialties, LLC supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

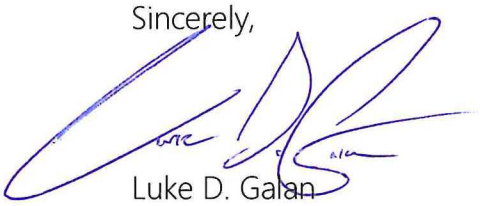
We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Lone Star Specialties, LLC unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently

approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Lone Star Specialties, LLC is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Luke D. Galan
Vice President of Sales & Marketing

cc: Parties of Record

Loram Maintenance of Way, Inc.
3900 Arrowhead Drive
Hamel, Minnesota 55340 USA

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Loram Maintenance of Way, Inc. ("Loram") has been providing maintenance of way services to Canadian National Railway ("CN") for over 30 years. In addition, Loram performs maintenance of way services for Kansas City Southern Railway Company ("KCS") in the United States and for Kansas City Southern de Mexico ("KCSM") in Mexico.

Loram supports the combination of CN, KCS, and KCSM. As a supplier to the railway industry, Loram believes this combination will support continued trade growth between the U.S.A., Canada, and Mexico. Including, having a positive impact to the environment with the conversion of truck freight to more environmentally friendly rail transportation.

CN's successful track record provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS and KCSM, which will promote rail network investments beneficial to both U.S.A. companies and the overall economy.

We see the combination as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Loram is confident in and strongly supports CN's proposed acquisition of the KCS for all of the reasons stated above.

Sincerely,



Luke Olson
Vice President, Marketing & Sales

cc: Parties of Record

LUMIETRI DE MÉXICO S.A. DE C.V.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Lumietri de México has been a supplier for Kansas City Southern de Mexico since 1997, delivering a vast diversity of products such as lubrication solutions, resins for tie remediation and signaling systems among others.

Lumietri de México supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Bahía de la Magdalena No. 131, Col. Verónica Anzures
Alc. Miguel Hidalgo, C.P. 11300 México, D.F.

LUMIETRI DE MÉXICO S.A. DE C.V.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Lumietri de Mexico unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern' s shareholders to make a fair and informed decision on combining with Canadian National.

Lumietri de México is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

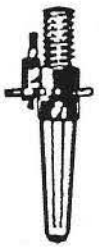
Luis Valdés
Legal Representative
Lumietri de Mexico

cc: Parties of Record

Bahía de la Magdalena No. 131, Col. Verónica Anzures
Alc. Miguel Hidalgo, C.P. 11300 México, D.F.

MANTENIMIENTO DE EQUIPO DE INYECCIÓN DIESEL

Ma. Blanca Díaz Castillo 2ª. Priv. De Carlos Diez Gutiérrez No. 134 Col. Centro.
Soledad de Graciano Sánchez, S.L.P. C.P. 78430 R.F.C. DICB6011296F4
Tel-Fax 01 (444) 831 54 79



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:
Mantenimiento y Equipo de Inyección Diesel has been providing services on repairs for locomotive components; Mechanic, Hydraulic and Electric, so as Project Development Services, since 2016.

Mantenimiento y Equipo de Inyección Diesel supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it Will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Mantenimiento y Equipo de Inyección Diesel unequivocally supports approval of Canadian National's voting trust.

Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow

Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Mantenimiento y Equipo de Inyección Diesel is confident in and strongly supports Canadian National's
proposed acquisition of Kansas City Southern for all of the reasons as stated above.
We hope to see the premier 21st century railway come to life.

Sincerely,

María Blanca Diaz Castillo
General Manager

MANTENIMIENTO DE EQUIPO DE INYECCION DIESEL
R. F. C. DICB-601129-6F4
2a. PRIV. DE CARLOS DIEZ GUTIERREZ No. 134
COL. CENTRO TEL.FAX. 01 (444) 981 54 72
SOLEDAD DE GRACIANO SANCHEZ, S. L. P.

MAQUINADOS DE PIEZAS ESPECIALES SAGA, S.A. DE C.V.

R.F.C. MPE 1108247Q5



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

MAQUINADOS DE PIEZAS ESPECIALES SAGA SA DE CV is a company fully dedicated in create machined parts for the multiple needs from maintenance of way gangs and machinery and we have a business relationship with KCS since 2011.

MAQUINADOS DE PIEZAS ESPECIALES SAGA SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

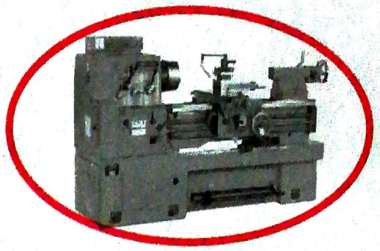
We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **MAQUINADOS DE PIEZAS ESPECIALES SAGA SA DE CV** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

BELISARIO DOMÍNGUEZ No. 800 COL. LOS ALTOS ESCOBEDO, N.L. TELS. 8030.8610, 2473.5532 / maquinados.saga@hotmail.com

MAQUINADOS DE PIEZAS ESPECIALES SAGA, S.A. DE C.V.

R.F.C. MPE 1108247Q5



MAQUINADOS DE PIEZAS ESPECIALES SAGA SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

M. Teresa Solis Figueroa
LEGAL REPRESENTATIVE

cc: Parties of Record

BELISARIO DOMÍNGUEZ No. 800 COL. LOS ALTOS ESCOBEDO, N.L. TELS. 8030.8610, 2473.5532 / maquinados.saga@hotmail.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

MARIA ARCADIA LUGO MELENDEZ has been working with KCS since 2016, providing crew transportation services in Saltillo, Coahuila and different locations in north Mexico.

MARIA ARCADIA LUGO MELENDEZ supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **MARIA ARCADIA LUGO MELENDEZ** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

MARIA ARCADIA LUGO MELENDEZ is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

María Arcadia Lugo Meléndez
Director

cc: Parties of Record

Marsh® Telecom
Institucion para soluciones de Ingenieria de Telecomunicaciones

MARSHTEL SA DE CV.
VIOLETAS 503 VALLE DE LAS PALMAS
APODACA, NUEVO LEON.
Tel: 81-21386972 C.P. 666412
Mail: jljuaniquina@marshtel.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Marshtel. S.A. DE C.V. VHF radio communication systems, and integration of dispatch devices.

Marshtel. S.A. DE C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Marsh® Telecom
Institucion para soluciones de Ingenieria de Telecomunicaciones

MARSHTEL SA DE CV.
VIOLETAS 503 VALLE DE LAS PALMAS
APODACA, NUEVO LEON.
Tel: 81-21386972 C.P. 666412
Mail: jljuaniquina@marshtel.com

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Marshtel. S.A. DE C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Marshtel. S.A. DE C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Ing, Jose Luis Juaniquina Agata.

General Manager

cc: Parties of Record

MATERIAS PRIMAS DYASA S.A. DE C.V.

CONFIDENCIAL / CONFIDENTIAL

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

MATERIAS PRIMAS DYASA, S.A. DE C.V. (MPDyasa) is a customer of **KANSAS CITY SOUTHERN DE MÉXICO (KCSM)**, we are pleased of being working with your company for more than 3-three years. The main activity that **MPDyasa** develops at your warehouse and railways, is to stock and transport different kinds of raw materials.

MPDyasa supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

We believe that a combination of Canadian National and Kansas City Southern would help us to win in our markets. Canadian National's strong track record of success providing superior service, intermodal capabilities, and safety, gives us confidence that a combined Canadian National-Kansas City Southern would be best positioned to serve our needs. Additionally, Canadian National's successful track record of combinations over the past 25+ years also provides assurance that Canadian National will effectively and seamlessly be able to integrate and partner with Kansas City Southern.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments.

- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.

www.mpdyasa.com
+52 (828) 284-0995, 284-0840
servicioaclientes@grupodyasa.com
Autopista Estatal Cuota Monterrey-Reynosa Km. 32, #1002 Col. Estación Cadereyta, Cadereyta Jiménez, Nuevo León, México CP 67473.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **MPDyasa** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

MPDyasa is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Lic. Jesús Armando Nájera Castañeda

Mr. Jesús Armando Nájera Castañeda
MPDyasa
Legal Representative

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

MEREX DIESEL POWER PARTES INTERNACIONALES, SA DE CV is a company specialized in preventive and corrective maintenance services for maintenance of way units, also as a BRANDT national distributor for Mexico and work together with KCS since 2015.

MEREX DIESEL POWER PARTES INTERNACIONALES, SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **MEREX DIESEL POWER PARTES INTERNACIONALES, SA DE CV** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

MEREX DIESEL POWER PARTES INTERNACIONALES, SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,
Javier Alberto Leos Lozano
CEO

cc: Parties of Record

MEREX DIESEL POWER PARTES INTERNACIONALES, S.A. DE C.V.
Matriz: MONTERREY / Sucursales: MAZATLÁN
CANCÚN / CIUDAD DEL CARMEN / YUCATÁN / TAMPICO
merexmex.com.mx
merexmex
8112 975802 / 8112 975803
01800 7336373

Tom Kissinger, President
Meter, Inc.
100 E. Meadow St.
Smithville, MO 64089
(816) 289-1771

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Meter, Inc. is currently servicing and calibrating fuel meters for all of the Kansas City Southern's fuel storage facilities since 2014.

Meter, Inc. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

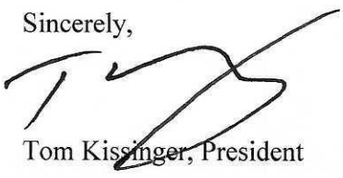
We see the combination as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Meter, Inc. supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should

also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Meter, Inc. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Tom Kissinger, President

cc: Parties of Record

GRUPO MEXICANA AUTOMOTRIZ

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Mexicana Automotriz S.A. de C.V. is a company dedicated to the purchase and sale of new combustion and electric cars of the JAC brand in the state of Nuevo Leon and Tamaulipas, being a supplier of KCS for more than 2 years.

Mexicana Automotriz S.A de C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Mexicana Automotriz S.A de C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This

outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Mexicana Automotriz S.A. de C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

C.P. Hugo Veytia
Director of operations

cc: Parties of Record

MID-AMERICA CAR INC. - LOCOMOTIVE
1523 North Monroe • P.O.Box 33543
Kansas City, MO 64120
816/483-5303 • FAX: 816/483-3360
www.midamericacar.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Mid America Car, Inc. is a locomotive and freight car repair / remanufacture facility located in Kansas City, MO. We are a mid sized family owned and operated company founded in 1978. Kansas City Southern Railway has been a customer and partner for over 43 years. We have also performed work for Canadian National Railway.

Mid America Car, Inc. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Mid America Car, Inc.

MID-AMERICA CAR, INC.
M1003
CERTIFIED
KANSAS CITY, MO

unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Mid America car, Inc is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Frank A Blanc
President and CEO

cc: Parties of Record

MIDSTREAM TEXAS
OPERATING LLC

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Midstream Texas Operating LLC (MTO) is a business partner with the Kansas City Southern. MTO provides transloading assets and services for our joint customers with the Kansas City Southern that allow for refined products to be exported from Texas into Mexico.

MTO supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

We believe that a combination of Canadian National and Kansas City Southern would help us to win in our markets. Canadian National's strong track record of success providing superior service, intermodal capabilities and safety gives us confidence that a combined Canadian National-Kansas City Southern entity would be best positioned to serve our needs. Additionally, Canadian National's successful track record of combinations over the past 25+ years also provides assurance that Canadian National will effectively and seamlessly be able to integrate and partner with Kansas City Southern.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of refined products from South Texas to various markets in Mexico.

700 Louisiana Street, Suite 4770, Houston, TX 77002
Tel: (713) 581-6940 Web: www.midstreamtx.com

MIDSTREAM TEXAS
OPERATING LLC

- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.

- Kansas City Southern has significant experience providing rail service from their US sites to the markets they serve in Mexico.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. MTO unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

MTO is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,
Midstream Texas Operating LLC

David C. Vattimo
President and CEO

cc: Parties of Record

700 Louisiana Street, Suite 4770, Houston, TX 77002
Tel: (713) 581-6940 Web: www.midstreamtx.com

HYUNDAI

Modauto Motors, S.A. de C.V.

Monterrey N.L. a 27 de Mayo de 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

MODAUTO MOTORS- our relationships with CN is provide with the cars they require for the employees since 14/02/2018

MODAUTO MOTORS SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. MODAUTO MOTORS SA DE CV unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

MODAUTO MOTORS SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

GABRIEL MENDEZ

HYUNDAI CUMBRES

MODAUTO MOTORS,
S.A. DE C.V.
Hyundai Cumbres
Av. Paseo de los Leones No. 9000
Col. Puerta de Hierro Cumbres
Monterrey, N.L. c.p. 64361
T. 2088 0000
R.F.C. MMO140703LU6

Motive Glazing Products Inc.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Motive Glazing Products Inc. is a supplier of locomotive windshields, window assemblies and doors to both KCS and CN. We have been supplying KCS/CN these types of products for approximately nine years.

Motive Glazing Products supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

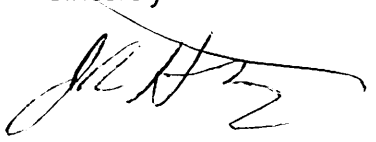
We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Motive Glazing Products unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting

trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Motive Glazing Products is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely



John Hattey
President

Cc: Parties of Record

11609 Pyramid Dr • Odessa, FL 33556 • Phone: 800-991-4668 • Fax: 727-491-5447

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

May 28 2021

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

MovIT Group currently provides IT specialized services to Kansas City Southern, focused on ERP SAP Quality Assurance & Testing projects since January 2017. Our head offices are in Monterrey, Nuevo León, México.

MovIT Group supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As an IT supplier to the railway industry, we strong believe this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. MovIT Group unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow

Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

MovIT Group is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Carlos Méndez Baeza
Chief Commercial Officer

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

MUNDO HIDRAULICO FERRETERIA SA DE CV. is a company dedicated to an extensive kind of industry services, such as sale and maintenance to forklifts, machined parts, hydraulic equipments and many solutions for the industry workshops, and we been working together with KCS since 2015.

MUNDO HIDRAULICO FERRETERIA SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail-on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders **MUNDO HIDRAULICO FERRETERIA SA DE CV** supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

MUNDO HIDRAULICO FERRETERIA SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

ING. FRANCISCO ALONSO ROJAS
DIRECTOR COMERCIAL

cc: Parties of Record

National

MAINTENANCE & REPAIR

A McNational Company

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

National Maintenance & Repair, Inc. – Hartford, IL – Provider of Diesel Engine Repair and Rebuild for CN Rail

National Maintenance & Repair, Inc. (hereinafter NMR) has been a proud vendor of the CN Railroad and Kansas City Southern Railway for years. Our association with the CN and KCS has been a privilege and has led us to the realization that the railroad and the maritime industries have a common interest: to improve commerce by moving commodities by rail and by water, thus reducing heavy truck traffic on our deteriorating and overcrowded highways. As such. NMR strongly supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and to the overall economy.

Over the past decades, railroads have continued to merge. Norfolk Southern and CSX divided the former Conrail leading to a more efficient and cost-effective rail service. The same will be true of the merger sought here. CN's successful track record of mergers and acquisitions over the past 25+ years provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

National

MAINTENANCE & REPAIR

A McNational Company

NMR sees the combination as only beneficial. We do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Canadian National proposes the same voting trust structure as Canadian Pacific. Such a Trust arrangement will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

We observed the purchase of Conrail by two very large railroads in their own rite. Both CSX and Norfolk Southern benefitted from that merger. So did the economy and the environment. NMR is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Bruce McGinnis
President
National Maintenance & Repair, Inc.

NORTRAK-DAMY CAMBIOS DE VÍA S.A.P.I DE C.V.
AVENIDA DE LOS PINOS #7A
COL. LOS PINOS
ZAPOPAN, JALISCO
TEL. 3813-2525

voestalpine
ONE STEP AHEAD.

RAILWAY SYSTEMS

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Nortrak-Damy Cambios de Vía S.A.P.I. de C.V. has supplied complete turnouts and track components to KCSM since 1996 providing the highest quality of manufacturing, engineering and excellent service.

Nortrak-Damy Cambios de Vía S.A.P.I. de C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

NORTRAK-DAMY CAMBIOS DE VÍA S.A.P.I DE C.V.
AVENIDA DE LOS PINOS #7A
COL. LOS PINOS
ZAPOPAN, JALISCO
TEL. 3813-2525

voestalpine
ONE STEP AHEAD.

RAILWAY SYSTEMS

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Nortrak-Damy Cambios de Vías S.A.P.I. de C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Nortrak-Damy Cambios de Vía S.A.P.I. de C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Stephany B. Vega Velarde
Sales Chief.

Novum Energy Trading, Inc.
3200 Kirby Dr, Suite 1000
Houston, Texas 77098, USA.
+1(832)485-1600
www.novumenergy.com

Thursday, May 27, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Novum Energy Trading Inc. is a trusted fuel supplier to Kansas City Southern in Mexico. Since 2019, Novum has supplied Kansas City Southern ULSD on a weekly basis and greatly values the commercial relationship.

Novum Energy Trading Inc. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Novum Energy trading Inc. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Novum Energy Trading Inc. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Chris Scott
Chief Financial Officer

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Novum México Trading S DE RL DE CV is a trusted fuel supplier to Kansas City Southern in Mexico. Since 2019, Novum has supplied Kansas City Southern ULSD on a weekly basis and greatly values the commercial relationship.

Novum México Trading S DE RL DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Novum Energy trading Inc. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Novum México Trading S DE RL DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Elvia Molina

Nylco Mexicana, S.A. de C.V.

May 28, 2021

Cynthia T. Brown
Chief, Section of Administration / Office of Proceedings
Surface Transportation Board
395 E. Street, S.W. Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

NYLCO MEXICANA, S.A. DE C.V. has more than 50 years of experience since 1967 as the first Mexican Company specialized in the manufacture of railway fasteners and accessories. For 20 years we have been suppliers of Kansas City Southern Mexico. We offer complete elastic fastening systems and track accessories for both: Concrete and wooden sleepers, such as several types of elastic clips, anchoring bolts, washers (metal and insulating), screw spikes, track spikes and elastomer rail pads, under AREMA and Mexican Standards. We invite you to visit our web site: http://www.nylco.com.mx.

Nylco Mexicana, S.A. de C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Nylco Mexicana, S.A. de C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Nylco Mexicana is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Vicente Martínez Alvarez
Plant Manager

cc: Parties of Record

Av. Ferrocarril Nº 8, Col. Industrial Esfuerzo Nacional, Xalostoc, Ecatepec CP 55320 Edo. de México 55 5569 0399

omega
INDUSTRIES INC.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Omega Industries, Inc is a supplier of concrete grade crossings and wide range of railroad products to the rail industry. CN is one of many customers that we supply prefabricated concrete grade crossing material.

Omega Industries, Inc. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

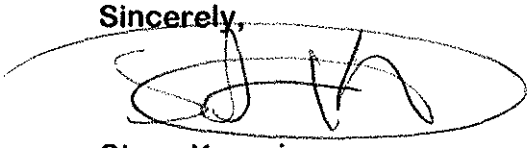
We see the combination as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Omega unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This

outcome will allow Kansas City Southern' s shareholders to make a fair and informed decision on combining with Canadian National.

Omega is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Steve Kosaris
Director of Operations

ONE MALI S.A. DE C.V.

May 25, 2021.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001
Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Our company, One Mali, SA de CV ("OMA") has been doing business with the Kansas City Southern Railroad ("KCS") through its subsidiary in Mexico Kansas City Southern Mexico ("KCSM") since 2005. Through all these years we have proudly serve and support KCSM needs related to the manufacture of Hi-Rail equipment as well as the maintenance of Hi-Rail trucks and MOW. In addition to the great support we receive from our suppliers base in Mexico, we are currently working as reps in our country for G&B Specialties (a Wabtec subsidiary), MPL Innovations and Knox Kershaw and in addition we serve as distributors for Hyva Cranes, Fassi Cranes as well as International and Freightliner Trucks.

Furthermore, OMA is a member of the Association of Mexican Railroads and I personally, had the honor to be part of the Arbitration and Rules Committee between the years 2000 and 2005, which also gave me a unique perspective as to the important interaction between the railroads in North America (Canada-US-Mexico), therefore, One Mali supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

ONE MALI S.A. DE C.V.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. One Mali unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

One Mali is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above.

We hope to see the premier 21st century railway come to life.

Sincerely,

Ernesto G. Fernandez Z.
President
One Mali, S.A. de C.V.

cc: Parties of Record

Jose M. Salas 138 Col del Norte 64500 Monterrey, N.L.
(81) 8333-8224
www.consorciouno.mx

OPTIMUS
ELECTROLINEAS , S.A. DE C.V.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

may-26-2021

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Optimus Electrolíneas S.A. de C.V. has been a supplier of construction and electrical maintenance services to KCS for about ten years.

Optimus Electrolíneas S.A. de C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Optimus Electrolíneas S.A. de C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Optimus Electrolíneas S.A. de C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Eng. Miguel Angel Arrambide Gutierrez
Construction Manager

(81) 13515362
GUERRERO No.-102
CENTRO, ESCOBEDO ,N.L.
CP 66070
optimuselectrolineas@hotmail.com

PAT BAKER COMPANY, INC.

10321 East Highway 90
Box 100 • Kingsbury, Texas 78638-0100

DAVID L. BAKER
STEPHAN P. BAKER

PHONE: 830-639-4426
SAN ANTONIO PHONE: 210-658-3500
WATTS: 800-292-5450
FACSIMILE: 830-639-4429

May 27, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Pat Baker Company, Inc. is an emergency railroad contractor that has 24/7 response derailment crews based in Kingsbury, Texas and Pasadena, Texas. We respond to railroad emergencies, train wrecks, washouts, re-railing and load adjustments for multiple Class 1 and industry rail.

Pat Baker Company, Inc. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Pat Baker Company, Inc. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we

believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Pat Baker Company, Inc. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



David L. Baker, President

cc: Parties of Record

Cynthia T. Brown

Chief, Section of Administration

Office of Proceedings

Surface Transportation Board

395 E. Street, S.W.

Washington, DC 20423

Re: FD 36514 Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries----Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Patton Industrial Services has provided KCS with cleaner degreasers, cleaning equipment (smart wash system for locomotive washing, cabinet washers sales and service)-service/support provided for equipment, Masterlock keys/locks, signal signs, break away bars, and even janitorial supplies at one time through the almost 15 years of ongoing business with Kansas City Southern.

Patton Industrial Services supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for the North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Patton Industrial Services unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Patton Industrial Services is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Karen Lawrence

President

cc: Parties of Record

May 27, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Pegaso Tencologia is the supplier in charge on providing fiscal solutions and automatization process on AR, AP, and HM areas

Pegaso Tencologia believes that the combination of best practices between companies creates benefits on all the different environmental, business and social areas, we support the combination of Canadian National and Kansas City Southern because would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive on covering the need of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impact overall.

May 27, 2021

Central to the Canadian National's bid for Kansas City Southern will benefits Kansas City Southern shareholders. Pegaso Tecnologia unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Pegaso Tecnologia is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Saul Gonzalez Gonzalez
CCO
saul.gonzalez@pegasotecnologia.com
Office. +52 (55) 59808642
Mobile. +52(55) 24435927

Pennsylvania Rail Car Co.
584 Fairground Rd.
P.O. Box 129
Mercer, PA 16137

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Pennsylvania Rail Car Co. is PRC has been a freight car part supplier to the US CANADA MÉXICO railroad industry since 1982. We have longstanding relationships with KCS & CN, even predating their respective current corporate makeup.

PRC provides boxcar door and car side repair parts. Grab irons, west plates, gaskets, hopper parts, under frame and a variety of made to order applications for RR.

Pennsylvania Rail Car Co. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Pennsylvania Rail Car Co. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will

allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.
Pennsylvania Rail Car Co. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Pete Love
President
Pennsylvania Rail Car Co.
P 800-521-2151
F 724-662-0539
E pete@parailcar.com

cc: Parties of Record

Laboratorio DNA
Análisis Clínicos y Moleculares
Saltillo

Matriz | Lab. Central
Venustiano Carranza 1541 L2
Col. República C.P. 25265
Saltillo Coahuila
(844)4393959

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re:FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

PENTAQUARK EMPRESARIAL SA DE CV / LABORATORIO DNA SALTILLO is a medical personal supplier and medical certificates of aptitudes provider.

PENTAQUARK EMPRESARIAL SA DE CV / LABORATORIO DNA SALTILLO supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Laboratorio DNA
Análisis Clínicos y Moleculares
Saltillo

Matriz | Lab. Central
Venustiano Carranza 1541 L2
Col. República C.P. 25265
Saltillo Coahuila
(844)4393959

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. PENTAQUARK EMPRESARIAL SA DE CV / LABORATORIO DNA SALTILLO unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

PENTAQUARK EMPRESARIAL SA DE CV / LABORATORIO DNA SALTILLO is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Oswaldo Flores Morton
Owner

cc: Parties of Record

PINSA
PETRO INDUSTRIAL, S.A. DE C.V.

Carretera a Zacatecas Km. 10.450-A
San Luis Potosí, S.L.P. C.P. 78116
Tel. y Fax (444) 823 00 33 / 823 07 52
pinsagp.com.mx
www.grupopetro.com.mx

CERTIFICADO EN CALIDAD AMBIENTAL

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

DEAR MS. BROWN:

PETRO INDUSTRIAL, S.A. DE C.V. (PINSA) as a supplier of Diesel supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. PINSA unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

PINSA is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

AMADO TORRES ARAIZA
PETRO INDUSTRIAL, S.A. DE C.V.

cc: Parties of Record

PEMEX®
Distribuidor Asociado
de Productos Pemex

Monterrey, N.L., México a 28 Mayo 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company.

Petrogas Corporation, S.A. de C.V., has been part of the team of suppliers of its appreciable company for approximately 10 years, providing maintenance service in equipment for fuel dispatch, sale of spare parts and accessories for tank trucks for loading and unloading of fuels, construction of service stations, sale of lubricants, greases and additives, as well as technical advice.

Petrogas Corporation, S.A. de C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Ave. Rómulo Garza # 212 Col. Hacienda los Morales sector 1 C.P. 66495
San Nicolas de los Garza, N.L. México
Teléfono 81 8305 0800

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **Petrogas Corporation, S.A. de C.V.** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Petrogas Corporation, S.A. de C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Francisco Javier Vargas Elizondo

CEO Petrogas Corporation, S.A. de C.V.

cc: Parties of record

Ave. Rómulo Garza # 212 Col. Hacienda los Morales sector 1 C.P. 66495
San Nicolas de los Garza, N.L. México
Teléfono 81 8305 0800

PIMSA

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

PIEZAS INDUSTRIALES MONTERREY, S.A. is a company manufacturers of metal and related parts, we also offer: machining services in general, welding service as well as special manufacturing of parts in general.

PIEZAS INDUSTRIALES MONTERREY, S.A. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

81 8353 1790
ventas@piezasindustriales.com.mx
San Nicolás de los Garza, Nuevo León, México. www.piezasindustriales.com.mx

PIMSA

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. PIEZAS INDUSTRIALES MONTERREY, S.A. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

PIEZAS INDUSTRIALES MONTERREY, S.A. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

_____

Erasmo Guadalupe García Infante
General Manager of PIEZAS INDUSTRIALES MONTERREY, S.A.

81 8353 1790
ventas@piezasindustriales.com.mx
San Nicolás de los Garza, Nuevo León, México.
www.piezasindustriales.com.mx

POLIGOMA S. DE R.L.

Salamanca, Gto. A 28 de Mayo del 2021.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

POLIGOMA S DE R.L. We have a business relationship with KCS for more than 20 years, manufacturing rubber parts for railways such as barrel type nylon insulating sheave, semi-cylindrical rubber bearing, trapezoidal rubber bearing, complete support for air brake hose, rubber plate. , Neoprene Supports.

POLIGOMA S. DE R.L. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

DIRECTOR COMERCIAL

POLIGOMA S. DE R.L.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. POLIGOMA S DE R. L. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

POLIGOMA S DE R. L. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

FRANCISCO JOSE QUILES SECO

DIRECTOR COMERCIAL

POWERRAIL
205 Clark Road
Duryea, Pa. 18642

Phone: 570-883-7005 **Fax: 570-883-7006** **Email:Sales@EPowerRail.com**

5-27-2021

To whom it may concern:

- PowerRail Distribution, Inc. is a supplier of locomotive parts, components, and remanufacturing services to the rail industry. KCS is one of our customers.

- I, Thomas Casper, serve as the Vice President of Operations at Power Rail Distribution where my duties include managing the operation from customer order entry through fulfillment. PowerRail Distribution, Inc. supports approval of the proposed combination of KCS and CN.

- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.

- I believe PowerRail Distribution is unique in the rail industry, relative to our business strategy. First and foremost, PowerRail takes enormous pride in our ability to consistently provide top notch service and quality parts to our customers. I believe KCS mirrors the same ideology towards customer service, safety, quality, and infrastructure investment and why I strongly believe KCS brings a high level of value to the merger. I've been a supplier in the railroad industry since 1996 and I've personally witnessed and worked with the excellent leadership teams and the progressive business ideology that KCS brings to the table. I believe this merger will greatly improve the level of service to all customers along the KCS corridor.

- The new transportation services that CNKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CNKC, 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,
Thomas M. Casper

Vice President, Operations
PowerRail Distribution, Inc.

Private Security Contractors de México S.A. de C.V.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Private Security Contractors de México, S.A. De C.V. we provide a wide range of security and drone services to KCSM operations.

Private Security Contractors de México, S.A. De C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Private Security Contractors de México, S.A. De C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Private Security Contractors de México, S.A. De C.V is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Ricardo González Little
Director

cc: Parties of Record

Camino de los Zenzontles
No. 326 Int. Altos, Col. San Jemo
1er. Sector, C.P. 64630
Tels. 81-8338-6141 y 81-8192-0496
info@spyt.com.mx

PROALFA
Procesos Ambientales Alfa, S.A. de C.V.

Querétaro, Qro. México. May 31, 2021.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Procesos Ambientales Alfa, S.A. de C.V. provides the hazardous waste management service to Kansas City Southern de México, S.A. de C.V. since 2005.

Procesos Ambientales Alfa, S.A. de C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Acceso II No. 14
Fracc. Industrial Benito Juárez
76120 Querétaro, Qro., México
Tel.: (442) 217 01 41
proalfa@prodigy.net.mx

PROALFA
Procesos Ambientales Alfa, S.A. de C.V.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Procesos Ambientales Alfa, S.A. de C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Procesos Ambientales Alfa, S.A. de C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Alejandro Miltiadis Moisidelis Perusquía
Commercial Manager

cc: Parties of Record

Acceso II No. 14
Fracc. Industrial Benito Juárez
76120 Querétaro, Qro., México
Tel.: (442) 217 01 41
proalfa@prodigy.net.mx

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Proceti is a company focused on technology services based on Monterrey, México with offices in México City. Proceti has been a commercial partner of Kansas City Southern México since 2008, supporting software development projects, telecommunications services and providing SAP solutions.

Proceti supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

Proceti
IT SERVICES

MTY
Col. Vista Hermosa, Monterrey, Nuevo León
T. 81.8347.4363

CDMX
Ixcateopan 164, Oficina 213.
Col. Letrán Valle, Benito Juárez, Ciudad de México
T. 55.9183.4575

www.proceti.com

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Proceti unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Proceti is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Félix Gonzalez Morales
CEO

Proceti
IT SERVICES

MTY
Col. Vista Hermosa, Monterrey, Nuevo León
T. 81.8347.4363

CDMX
Ixcateopan 164, Oficina 213.
Col. Letrán Valle, Benito Juárez, Ciudad de México
T. 55.9183.4575

www.proceti.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

PRODUCTOS Y ESTRATEGIAS DEL NORESTE has been working with KCS since 2010, providing bottled water for crews and union employees in north Mexico.

PRODUCTOS Y ESTRATEGIAS DEL NORESTE supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. PRODUCTOS Y ESTRATEGIAS DEL NORESTE unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

PRODUCTOS Y ESTRATEGIAS DEL NORESTE is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Héctor Ordoñez Peña
Sales Director

cc: Parties of Record

Progress Rail
A Caterpillar Company

Re: Canadian National Railway Company and Kansas City Southern

Progress Rail Maintenance de Mexico S.A. de C.V. ("Progress Rail"), provides comprehensive rolling stock solutions to the rail industry.

I serve as the President and Chief Executive Officer at Progress Rail. This merger benefits our industry in various forms. At Progress Rail, we support the proposed combination of CN and KCS.

We do not anticipate negative impacts from a proposed merger, for now, from either our perspective as a vendor or from the perspective of a potential customer.

This merger benefits our industry in various forms. This merger appears to be a good match, as there is limited redundancy of CN's track network with KCS. This merger would help move freight from Canada to Mexico via a full-continent footprint, which helps customers avoid having to switch carriers for intercontinental shipments.

The new transportation services that a combined CN and KCS railway will bring to their customers through a more efficient and expanded footprint may stimulate growth in rail transportation and may provide increased opportunities for customers to shift additional freight to the rail system. All of these things may help support economic and employment growth across the North American continent.

In turn, that growth could support investments in new rail capacity that benefit shippers, the public and suppliers like us alike. We see the transaction as beneficial; we do not at this time anticipate any negative impacts. For these reasons, we hope to see these benefits come to light as soon as possible.

Sincerely,



Marty Haycraft
President & CEO
Progress Rail Maintenance de Mexico S.A. de C.V.

PROTTSA, S.A. DE C.V.

Oriente 233 # 91 Colonia Agrícola Oriental C.P. 08500 México, D.F.
Ventas: 52 5 558-8577 Conmutador: 52 5558 8585 Fax: 52 5558-2523
Página web: www.prottsa.com E-mail: contacto@prottsa.com

May 28, 2021

Cynthia T. Brown
Chief, Section of Administration / Office of Proceedings
Surface Transportation Board
395 E. Street, S.W. Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

PROTTSA, S.A. DE C.V. is a Mexican manufacturer company established in 1953. We are leaders in the market ofnuts, bolts and cold forging and hot forging specialties. For 20 years we have been suppliers of Kansas City Southern Mexico.

PROTTSA, S.A. de C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. PROTTSA, S.A. de C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

PROTTSA is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Lic Alberto SclavoReynaud
General Manager

"Forjando Calidad desde 1953"

ISO 9001-2000
BUREAU VERITAS Certification
CERTIFICADO No. 222093

PROVEEDORA TORNILLERA, SA DE CV

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

PROVEEDORA TORNILLERA, SA DE CV. is a fasteners company establish since 1981, thats is being working with KCS for the past 10 years supplying all kind of fasteners to all their workshops around the country.

PROVEEDORA TORNILLERA, SA DE CV. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. PROVEEDORA TORNILLERA, SA DE CV unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This

outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

PROVEEDORA TORNILLERA, SA DE CV. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



PROVEEDORA TORNILLERA, SA DE CV

cc: Parties of Record

Santiago de Querétaro, Qro., 27 de mayo de 2021
PRAMSEI-OF-270521

1

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings, Surface Transportation Board
395 E. Street, S.W., Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Proyectos Ambientales y Servicios Ecológicos Integrales Ecohabitat, S.A. de C.V., is a company, provider of services in the environmental area, Developing environmental studies, management with government agencies, environmental supervision of projects in national level, among other scopes in environmental matters. We are KCSM service provider since 2017 .

Proyectos Ambientales y Servicios Ecológicos Integrales Ecohabitat, S.A. de C.V., supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

4422580380
inggrodriguezo@hotmail.com
Circuito Puerta del sol, Villa la Herradura #13, Int. 89
Puerta Real. Mpio. Corregidora. Qro.

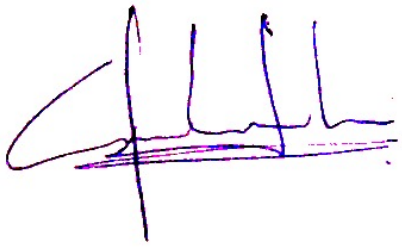
Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Proyectos Ambientales y Servicios Ecológicos Integrales Ecohabitat, S.A. de C.V., unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Proyectos Ambientales y Servicios Ecológicos Integrales Ecohabitat, S.A. de C.V., is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

I appreciate your attention

Thank you and best regards.

SINCERELY.



Ing. Giovanni Rodríguez Oropeza
Director General
Proyectos Ambientales y Servicios Ecológicos Integrales Ecohabitat, S.A. de C.V.

4422580380
inggrodriguezo@hotmail.com
Circuito Puerta del sol, Villa la Herradura #13, Int. 89
Puerta Real. Mpio. Corregidora, Qro.

PEF

Proyectos y Estudios Ferroviarios, S.A. de C.V. **RFC: PYE-130115-F11**

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

PROYECTOS Y ESTUDIOS FERROVIARIOS,S.A. DE C.V. (PEF) is a 25 year old company in the railway design, construction and maintenance industry working for Class 1 Railroads.

PROYECTOS Y ESTUDIOS FERROVIARIOS, S.A. DE C.V supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Av. Ejército Nacional No 843-B Interior A, Colonia Granada, C.P. 11520, Miguel Hidalgo, Ciudad de México.
* Tel.: 3873 0411 e-mail.: pef@ferrocarriles.com.mx*

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. PROYECTOS Y ESTUDIOS FERROVIARIOS, S.A. DE C.V unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

PROYECTOS Y ESTUDIOS FERROVIARIOS, S.A. DE C.V is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Carlos Orozco González
CEO

[QD Ingenieria Mantenimiento En Aire Comprimido, S de R.L. de C.V.]

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

[QD Ingenieria Mantenimiento En Aire Comprimido, S de R.L. de C.V.] is a company dedicated to provide service of maintenance to air compressors and electric overhead cranes since 2017, and we sell this type of equipment too.

[QD Ingenieria Mantenimiento En Aire Comprimido, S de R.L. de C.V.] supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

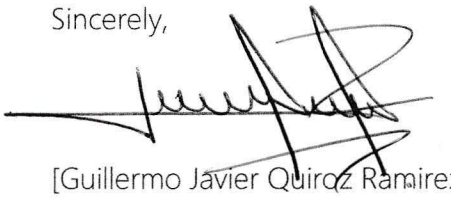
We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. [QD Ingenieria Mantenimiento En Aire Comprimido, S de R.L. de C.V.] unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For

the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

[QD Ingenieria Mantenimiento En Aire Comprimido, S de R.L. de C.V.] is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



[Guillermo Javier Quiroz Ramirez]

cc: Parties of Record

SAMPLE DRAFT

QUÍMICA LOGISTICS
Seguridad & Eficiencia

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Quimica Logistics SA de CV and KC have create and shape a really important bilateral relation built on trust and mutual respect , working side by side for more than 10 years. Quimica Logistics work as the client where KCS supplies transportation of Polyethylene, Polypropylene, Diesel and gasoline from USA to Mexico. Quimica Logistics also play an important role for the KC as his Diesel supplier at different states inside Mexico .

Quimica Logistics supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Quimica Logistics SA de CV. Boulevard Bernardo Quintana # 9750 Centro Sur.
Querétaro, Querétaro. Tel 01442 2291741

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Quimica Logistics unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Quimica Logistics is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Rafael Perez Meave
General Manager

Química Logistics SA de CV. Boulevard Bernardo Quintana # 9750 Centro Sur.
Querétaro, Querétaro. Tel 01442 2291741

QUINTA REAL®
★ ★ ★ ★ ★
GRAND CLASS HOTELS & RESORTS

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

QUINTA REAL MONTERREY we are a Mexican Company with Grand Tourism category that provides the hosting service for the employees and guests of the Kansas City Company, in our Hotel you can find Restaurant, bar, business center, meeting rooms, parking lot, gym, pool & spa. The relationship that we have with the Kansas City Company it is of years since we are chosen by the visitors to stay with us, offering them the best of services so that they have a unique experience.

QUINTA REAL MONTERREY supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

MONTERREY
Av. Diego Rivera No. 500 Fracc. Valle Oriente San Pedro Garza García, N.L. 66260
Tel. (81) 8368 1000 • Fax (81) 8368 1060
Para reservaciones: 01 800 500 4000 • Para USA y Canada: 1 866 621 9288
www.quintareal.com

QUINTA REAL®

★ ★ ★ ★ ★

GRAND CLASS HOTELS & RESORTS

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. QUINTA REAL MONTERREY unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

QUINTA REAL MONTERREY is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Dulce Cázares Leija
Sales Executive

cc: Parties of Record

MONTERREY

Av. Diego Rivera No. 500 Fracc. Valle Oriente San Pedro Garza García, N.L. 66260
Tel. (81) 8368 1000 • Fax (81) 8368 1060
Para reservaciones: 01 800 500 4000 • Para USA y Canada: 1 866 621 9288
www.quintareal.com

R. H. LITTLE COMPANY

4434 Southway St. S.W.
Canton, OH 44706
Phone: 330-477-3455 rhlittle@sbcglobal.net Fax: 330-477-7312

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

R. H. Little Company has been a supplier for both Canadian National Railway and Kansas City Southern Railroad to provide Roller Bearing Adapters for Freight Cars. We have provided these parts for many years.

R. H. Little Company supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. R. H. Little Company unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

R. H. Little Company is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

David Little, President

cc: Parties of Record

RAIL PLUS, LLC

May 28, 2021

ATTN: Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 East Street, S.W.
Washington, D.C. 20423-0001

RE: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries – Control – Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear, Ms. Brown:

Since 2013, Rail Plus, LLC has served as a subcontractor for Kansas City Southern with an emphasis on projects and assignments based out of District 16 (*e.g.*, Laredo, Hebbronville, etc.) and District 17 (*e.g.*, Kendleton, El Toro, etc.). The services provided to Kansas City Southern have included, *inter alia*, the following: (1) assisting with system derailments; and (2) repairing and maintaining railroad tracks.

Rail Plus, LLC supports the combination of Canadian National (hereinafter referred to as "CN") and Kansas City Southern (hereinafter referred to as "KCS") because of the superior benefits a CN-KCS railway would offer, including faster, safer, cleaner, and more-direct service for North-South trade.

As a supplier to the railway industry, this combination would be strategic, as it would support (1) the growth of trade between Mexico, the United States, and Canada, and (2) the growth of investments in the rail network – which would not only be beneficial to us, but beneficial to the overall economy.

Rail Plus, LLC, likewise, supports the positive impact converting truck freight to rail would have on the environment.

CN's successful track record over the course of the past twenty-five years provides a great deal of assurance that CN will both effectively and seamlessly see to the integration of KCS as a new partner. Further, as noted previously, we perceive a CN-KCS combination as being beneficial, and we do not anticipate any negative impacts to (1) our company, (2) the environment, or (3) the state of competition in the marketplace.

A : 2408 Jacaman Road, Suite D, Laredo, TX 78041 | **P :** +1 (956) 727-7245 | **F :** +1 (956) 723-4004

RAIL PLUS, LLC

Central to CN's bid for KCS is the establishment of a voting trust that would benefit KCS shareholders. Rail Plus, LLC unequivocally supports the approval of CN's voting trust. At the moment, it is our understanding that CN has proposed the same voting trust structure in place for Canadian Pacific (hereinafter referred to as "CP"), which the Surface Transportation Board (hereinafter referred to as "STB") recently approved with a modification.

Therefore, for those reasons articulated by the STB within its most-recent decision concerning the voting trust in place for CP, we believe CN's voting trust should, likewise, receive approval. It is our belief that this outcome will allow those shareholders for KCS to arrive at a fair and informed decision, as it concerns the prospect of combining with CN.

Accordingly, for those reasons previously stated, Rail Plus, LLC strongly supports CN's proposed acquisition of KCS, and we look forward to the prospect of ushering in a new era of rail transit nationwide.

Respectfully yours,



Javier A. Rodriguez
President

CC: All Parties of Record

A : 2408 Jacaman Road, Suite D, Laredo, TX 78041 | **P :** +1 (956) 727-7245 | **F :** +1 (956) 723-4004

RAILPROS

May 31, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: **FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company**

Dear Ms. Brown:

RailPros is dedicated to being the premier engineering and diversified safety services company to America's rail and transit industry. Since the year 2000 RailPros has been providing roadway protection services to Kansas City Southern (KCS) throughout its network. Over the years RailPros has provided professional support, field services, & training products to KCS. For the last two years RailPros has provided engineering services for rail infrastructure for Kansas City Southern de Mexico a Mexican company fully owned and operated by KCS.

RailPros supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. RailPros unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

RailPros is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Juan Szymanski, P.E.
Project Manager

cc: Parties of Record

Tlalnepantla Estado de México May 26, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Railtech Calomex, S. de R.L. de C.V. (Pandrol Mexico) has been a supplier of the fastening called RN7 for KCSM since 2017.

Railtech Calomex supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Railtech Calomex unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Railtech Calomex is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Atentamente,



Eduardo Anaya Torres
Director General
MEXICO
PANDROL
Marconi No.6 Fracc. Industrial San Nicolás, Tlalnepantla de Baz, MX 54030
Tel: +52 (55) 5310-9371 y (55) 5310-9496 Ext. 104, 105
Cel.: +52 (55) 2128-2960
eduardo.anaya@pandrol.com
www.pandrol.com

RALOY LUBRICANTES, S.A. DE C.V.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re:FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

RALOY LUBRICANTES, S.A. DE C.V. is a Mexican Company, with more than 40 year of experience in tehe manufacture of lubricants for diesel an gasoline engines.
We are currently suppliers of 7 Generation SAE 20W-40 Locomotive Oil for KCS, and 5 Generation SAE 40 for Ferrocarril Mexicano, S.A. DE C.V.

RALOY LUBRICANTES, S.A. DE C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. RALOY LUBRICANTES, S.A. DE C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This

outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

RALOY LUBRICANTES, S.A. DE C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

MARIO ALFONSO LOYA RAMIREZ
COMMERCIAL DIRECTOR

cc: Parties of Record

Red Flag Cargo Security Systems LLC
10545 W Donges Court, Suite 122, Milwaukee, WI 53224 USA
Phones: +1-414-312-5997, +1-866-888-3966 (toll free)
Fax: +1-414-312-5998 info@redflagseals.com www.redflagseals.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown,

Red Flag Cargo Security Systems has been a partner and supplier of cargo security seals and security software to Kansas City Southern since 2009. Our partnership has been well-founded, and together we have had many achievements in reducing in-transit losses.

Red Flag Cargo Security Systems supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Red Flag Cargo Security Systems unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Red Flag Cargo Security Systems is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Michael Levchets
Director of Operations

cc: Parties of Record

Refrisa
Aire, S.A. de C.V.

CERRO DE LAS MITRAS No. 118 COL. LAS PUENTES 1er. Sec
C.P. 66060 SAN NICOLAS DE LOS GARZA, N. L.
Tels./Fax 383-50-10 / 20 / 30

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

REFRISA AIRE SA DE CV is a company that provides any kind of services related to A/C units in facilities such as sale, and maintenance programs, and we have a business relationship with KCS since 2005.

REFRISA AIRE SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **REFRISA AIRE SA DE CV** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

REFRISA AIRE SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Ing. Jose D. Rebollo Nieto

General Manager

RIOLIM, S. A. DE C. V.
VIAS FERREAS

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

RIOLIM S.A de C.V, founded in 2001, providing its services to KCS, in road construction and maintenance works.

RIOLIM S.A. DE C.V.,supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. RIOLIM S.A. de C.V.

unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

RIOLIM S.A. de C.V is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Francisco Ramirez Rios

cc: Parties of Record

RIVERO LINDA VISTA, S.A. DE C.V.

CHEVROLET FLEET SERVICES
AV. MIGUEL ALEMAN No. 5400 FRACC. TORRES DE LINDA VISTA
GUADALUPE, N. L. C.P. 67138 TEL. 1160-8687

CHEVROLET | FLEET SERVICES

GUADALUPE NUEVO LOEN 28 MAY 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Rivero Linda Vista SA DE CV is a brand supplier and GM authorized dealership, one of the largest distributors of the Northeast.

Rivero Linda Vista SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Rivero Linda Vista SA DE CV unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Rivero Linda Vista SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

RIVERO
LINDA VISTA
R.F.C. RLV010720452
TEL. 1257-1257
AV. MIGUEL ALEMAN 5400
TORRES DE LINDA VISTA, GUADALUPE, N.L. C.P. 67138

CP: REY DAVID SANDOVAL ALMAGUER
REPRESENTANTE LEGAL
Ave. Miguel Alemán 5400
Torres de Linda Vista
Tel Oficina: 11-60-86-86

FIND NEW ROADS™

ROCONSA
Calidad construida

ROBLEDO CONSTRUCTORA, S.A. DE C.V.
JOSEFA LEAL 5430-1, COL. TORRES DE LINDA VISTA
GUADALUPE, N.L.
TEL: 8183799641 Y 8183777953
Correo: robledoconstructora93@gmail.com
www.robledoconstructora.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Robledo Constructora S.A. de C.V. is a company founded in 1993 and since 2019 we provide services to KCS such as

- General construction
- Steel works
- Erthworks
- Electrical works

Robledo Constructora S.A. de C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

ROCONSA
Calidad construida

ROBLEDO CONSTRUCTORA, S.A. DE C.V.
JOSEFA LEAL 5430-1, COL. TORRES DE LINDA VISTA
GUADALUPE, N.L.
TEL: 8183799641 Y 8183777953
Correo: robledoconstructora93@gmail.com
www.robledoconstructora.com

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Robledo Constructora S.A. de C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Robledo Constructora S.A. de C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Israel Robledo G.

Administrative Manager

ROCLA CONCRETE TIE, INC.
1819 DENVER WEST DRIVE
LAKEWOOD, CO 80401
+ 1 (303) 296 3500

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Rocla Concrete Tie, Inc. (RCTI) is the main concrete tie supplier to both KCS/KCSM, as well as CN, out of our dedicated facilities in Central Mexico, as well as in Western Canada.

RCTI de Mexico supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

ROCLA CONCRETE TIE, INC.
1819 DENVER WEST DRIVE
LAKEWOOD, CO 80401
+ 1 (303) 296 3500

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. RCTI unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

RCTI is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Eliseo G. Bandala
CEO & President
Rocla & Vossloh Tie Technologies

ROCORE
A Kelvion Company
2401 Directors Drive, Suite R, Indianapolis, IN 46241
PH: 317-227-2929 FX: 317-227-2939

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Rocore has been a supplier to CN for over (15) years and have found them to be an ethical and fair railroad to work with.

Rocore supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Rocore unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will

allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Rocore is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

David Lundquist
Director of Rail Markets

Rocore 2401 Directors Drive, Suite R, Indianapolis, IN 46241 **PH: 317-227-2929 FX: 317-227-2939**

RODAMIENTOS Y ACCESORIOS

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

RODAMIENTOS Y ACCESORIOS SA DE CV. is a company founded in 1987 focused in distribution and commercialization of power transmission products for the industry, being leaderships in representing nationwide more than 100 brands such as TIMKEN, FAG, SKF, Gates, etc., and we been working together with KCS since 2015.

RODAMIENTOS Y ACCESORIOS SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **RODAMIENTOS Y ACCESORIOS SA DE CV** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National. **RODAMIENTOS Y ACCESORIOS SA DE CV** is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Ing. Oscar Vega Tapia
Gerente Regional

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Rvv de San Luis S.A. de C.V. is a company that offers the maintenance of Woodward governors, injectors and water pumps to Kansas City Sothern for more than ten years.

Rvv de San Luis S.A. de C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy. We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Rvv de San Luis S.A. de C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Rvv de San Luis S.A. de C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Ing. Jesús I. Díaz Castillo
Manager

LEON No. 232 COL. VILLAS DEL MEZQUITAL
C.P. 78146 SAN LUIS POTOSI, S.L.P. MEXICO
E mail: rvv_sanluis@yahoo.com.mx / jesus.diaz@rvvsanluis.com.mx
TELS. (444) 841 48 29 Y 841 65 53

Sabisu

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

SABISU TELECOMUNICACIONES S. DE R.L. DE C.V. is a supplier for wireless solutions including microwave, signaling, SCADA systems, services, site construction and engineering since 2009, with success in several projects in all this years.

SABISU TELECOMUNICACIONES S. DE R.L. DE C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful record of accomplishment of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and collaborate with KCS.

We see the combination as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

+52 999 931 1040
ventas@sabisu.com.mx
www.sabisu.com.mx

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. SABISU TELECOMUNICACIONES unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

SABISU TELECOMUNICACIONES is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



YUCEF LARA SALGUERO
General Manager

cc: Parties of Record

+52 999 931 1040
ventas@sabisu.com.mx
www.sabisu.com.mx

Salud Ocupacional Ramazinni
Dra. Yolanda Patricia Rodríguez Camacho

Nº 4982

ESPECIALISTA CERTIFICADA EN SALUD OCUPACIONAL

Reg. STPS: Tm1682007 Cédula Prof. Esp. 3176847 Cédula Prof. Med. Gral. 696990 Certificación No. 1118
Integrante de AMSOAC y FENASTAC

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re:FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

The company that he headed with the name of YOLANDA PATRICIA RODRIGUEZ CAMACHO provides professional medical health services.

YOLANDA PATRICIA RODRIGUEZ CAMACHO, supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. YOLANDA PATRICIA RODRIGUEZ CAMACHO unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

YOLANDA PATRICIA RODRIGUEZ CAMACHO, is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely

YOLANDA PATRICIA RODRIGUEZ CAMACHO.
Manager

cc: Parties of Record

Av. Periodismo No. 2663 - Fracc. Rinconada del Valle - Tel. 44 33 08 61 53 - Morelia, Mich. - E-mail: ypatriciarc@gmail.com

S ervicios de
A utotransporte
M exicano.
sa de cv

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

We want to share with both of you; KCS & CN, that SAM, (Servicios de Autotransporte Mexicano, SA de CV) has been supporting KC operation in Mexico country, supplying & managing, without interruption, since 2011, more than 1500 Chassis to transport all kind of materials and merchandising. We congratulate both and feel proud to be part of this strategic venture, and will be available to support it anyway, anytime through our experienced teamwork.

Servicios de Autotransporte Mexicanos, SA de CV, "SAM" supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Servicios de Autotransporte Mexicano SA de CV, "SAM", unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also

receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Servicios de Autotransporte Mexicano SA de CV, "SAM", is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Carlos Villalón
Director General

Servicios de
Autotransporte
Mexicano.
sa de cv

cc: Parties of Record

SERVICIOS DE SEGURIDAD PRIVADA Y LIMPIEZA DEL NORESTE, S.A. DE C.V.

GRUPO locsa®

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

SERVICIOS DE SEGURIDAD PRIVADA Y LIMPIEZA DEL NORESTE SA DE CV is we provide private Security services since 2017.

SERVICIOS DE SEGURIDAD PRIVADA Y LIMPIEZA DEL NORESTE SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

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We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Aramberri 815, Col. Centro C.P. 64000, Monterrey, Nuevo León
Tel. (01-800) 838 66 60 www.locsa.com.mx

SERVICIOS DE SEGURIDAD PRIVADA Y LIMPIEZA DEL NORESTE, S.A. DE C.V.

GRUPO LOCSA®

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. SERVICIOS DE SEGURIDAD PRIVADA Y LIMPIEZA DEL NORESTE SA DE CV unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's

voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

SERVICIOS DE SEGURIDAD PRIVADA Y LIMPIEZA DEL NORESTE SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Lic. Sergio Magdaleno López Cedeño
CEO & Founder, LOCSA Group
SERVICIOS DE SEGURIDAD PRIVADA Y LIMPIZA DEL NORESTE SA DE CV

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

SERVICIOS FERROVIARIOS DE NORTEAMERICA SA DE CV is supplier's with CN in wheel and axle parts as well as repairing all train parts, since the year 2002.

[SERVICIOS FERROVIARIOS DE NORTEAMERICA SA DE CV] supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

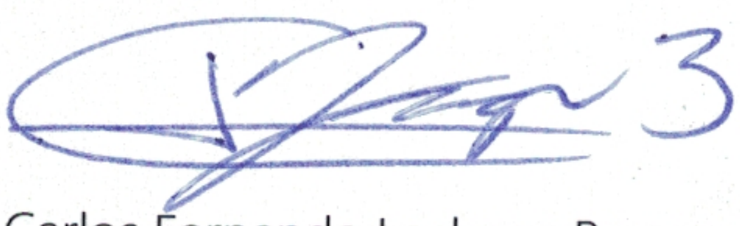
DLG Industrias SA de CV
Carretera Miguel Alemán Km. 27.5 Entronque Antigua Estación de FFCC
Pesquería N.L. C.P. 66650 Mexico
81 8196 4200 Fax 818196 4206

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. [SERVICIOS FERROVIARIOS DE NORTEAMERICA SA DE CV] unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

[SERVICIOS FERROVIARIOS DE NORTEAMERICA SA DE CV] is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Carlos Fernando Lechuga Barraza
CFO Servicios Ferroviarios de Norteamérica SA de CV

cc: Parties of Record

DLG Industrias SA de CV
Carretera Miguel Alemán Km. 27.5 Entronque Antigua Estación de FFCC
Pesquería N.L. C.P. 66650 Mexico
81 8196 4200 Fax 818196 4206

Servicios Integrales de Capacitación y
Administración de Salud en el Trabajo, S.C.

México, May 27th 2021.

CYNTHIA T. BROWN
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Servicios Integrales de Capacitación y Administración de Salud en el Trabajo S.C., is services supplier focus on ocuppational and transportation risks prevention.

Servicios Integrales de Capacitación y Administración de Salud en el Trabajo S.C. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **Servicios Integrales de Capacitación y Administración de Salud en el Trabajo S.C.** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Servicios Integrales de Capacitación y Administración de Salud en el Trabajo S.C. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



M. EN A. DRA FABIOLA BINAGHI CRUZ
Managing Director
Occupational Health Specialist
Avignon 16, Urbi Quinta Montercarlo
Cuautitlán Izcalli, Estado de México
México C.P. 54719
+52 1 55 38 99 86 50

INTERSEC

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

SERVICIOS INTERSEC S.A. DE C.V. is an environmental engineering company with more than ten years of experience, offering services to CN since 2016, where the main services we offer are the following:

- Consultancy and orientation
- Solutions for contamination
  - Environmental characterization
  - Remediation of contaminated soils and water
  - Responde to environmental emergencies
- Hazardous waste management
- Earth sciences
  - Geophysical studies
  - Cartography and geographic information

SERVICIOS INTERSEC S.A. DE C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

Atlixco 42, Int. 1, Col. Condesa 06140
Ciudad de México, México

comercial@intersec.com.mx

Ofic. +52 (55) 5207 6895
Cel. +52 (55) 6095 1093

WWW.SERVICIOSINTERSEC.COM

INTERSEC

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

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We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. SERVICIOS INTERSEC S.A. DE C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

SERVICIOS INTERSEC S.A. DE C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

JORGE GOICOECHEA COPPEL

cc: Parties of Record

Atlixco 42, Int. 1, Col. Condesa 06140
Ciudad de México, México

comercial@intersec.com.mx

Ofic. +52 (55) 5207 6895
Cel. +52 (55) 6095 1093

WWW.SERVICIOSINTERSEC.COM

SILICAS POTOSÍ

Av. Soledad 1705, Col. San Felipe
Soledad De Graciano Sánchez, S.L.P., C.P. 78433
444-831-4267 / 444-831-4313

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Dear Ms. Brown:

Silicas Potosí is the silica sand supplier for Kansas City Southern de México. We have had a commercial relationship for more than twenty years and we expect to continue working with them as they are an excellent customer.

Silicas Potosí supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

SILICAS POTOSÍ

Av. Soledad 1705, Col. San Felipe
Soledad De Graciano Sánchez, S.L.P., C.P. 78433
444-831-4267 / 444-831-4313

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Silicas Potosí unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Silicas Potosí is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Guillermo Báez Canseco
Plant Manager

SNYDER EQUIPMENT, a division
Of New York Air Brake, LLC
1375 W. SNYDER BLVD. NIXA, MO 65714

PHONE: 417-725-4067
FAX: 417-725-4846
EMAIL: INFO@SNYDEREQUIP.COM
WEBSITE: WWW.SNYDEREQUIP.COM

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Snyder Equipment, a division of New York Air Brake LLC has been supplying CN for many years with products such as remanufactured air compressors, fuel nozzles, service cabinets, fuel cranes, etc.

Snyder Equipment, a division of New York Air Brake LLC supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Snyder Equipment, a division of New York Air Brake LLC unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive

approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Snyder Equipment, a division of New York Air Brake LLC is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



G Samuel Benson

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

SOLDADURAS Y SUPERALEACIONES, S.A. de C.V. is a national distributor for the sale and maintenance of several brands of welding machines such as MILLER, and we also make proper installations for companies' welding sites, in addition to providing special welding alloys, welding and cutting consumables, we currently work with KCS since 2013.

SOLDADURAS Y SUPERALEACIONES, S.A. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. SOLDADURAS Y SUPERALEACIONES, S.A. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.
SOLDADURAS Y SUPERALEACIONES, S.A. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Horacio Escobedo Galache
Sales Manager

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: **FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company**

Dear Ms. Brown:

SOLIN & EQUIPOS, S.A. DE C.V. it's a specialized company of mechanical gangs for the preventive and corrective services in field for the maintenance of way units, also provides fully overhaul to wrecker cranes with the support of ORTON McCULLOUGH Crane Company of whom we are also authorized representatives and distributors in Mexico since July 2009 and heavy equipment such as specialized machines for the railroad, and we have a business relationship with KCS since 2015.

SOLIN & EQUIPOS, S.A. DE C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

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We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **SOLIN & EQUIPOS, S.A. DE C.V.** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision,

Solin & Equipos, S.A. de C.V.
Tel. (33) 2005-5082/81
Correo solinyequipos@gmail.com

we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

SOLIN & EQUIPOS, S.A. DE C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely

SOLIN & EQUIPOS, S.A. DE C.V.
DOM: AMBAR No. 2513
COL: RESIDENCIAL VICTORIA
C.P. 45069 ZAPOPÁN, JALISCO.

Ing. Juan Carlos Pérez Barbosa
Gerente Operativo

cc: Parties of Record

Solin & Equipos, S.A. de C.V.
Tel. (33) 2005-5082/81
Correo solinyequipos@gmail.com

Querétaro, Qro
Mayo 26, 2021

CYNTHIA T. BROWN
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

SOLUCION E INGENIO SA DE CV is a company specialized in design and manufacture of hi-rail vehicles; we have an intense business relationship with KCS since 2019. Every year we provide them with custom designed work trucks, preventive maintenance and corrective maintenance services for many types of work vehicles.

SOLUCION E INGENIO SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also enthusiastic and supportive of the positive impact of converting truck freight to rail on our environment.

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We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

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SOLUCION E INGENIO SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely

Rodrigo López Sansalvador
Director General
Solución e Ingenio

cc: Parties of Record

SOLUCIONES EN INGENIERÍA Y MANUFACTURA

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

SOLUCIONES EN INGENIERIA Y MANUFACTURA SA DE CV has been working with KCS since 2011, providing heavy duty machinery rentals and hyrail trucks in central Mexico.

SOLUCIONES EN INGENIERIA Y MANUFACTURA SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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SOLUCIONES EN INGENIERIA Y MANUFACTURA SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Ing: Bernardo Canales Rangel
Sales Director

cc: Parties of Record

Performance Equipment Suppliers

Soluciones Integrales en Proteccion Personal, SA de CV

Industrial Workwear & Personal Protection Equipment
+52(81) 8123-0693
www.sippsa.com
ventas@sippsa.com

May 27, 2021
Monterrey, Nuevo León, México

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Soluciones Integrales en Proteccíon Personal, SA de CV (SIPPSA) has been a personal protection equipment supplier for Kansas City Southern México since 2018. We supply PPE, workwear as well as other MRO materials, having a strong commercial relationship and KCSM being one of our most important clients.

SOLUCIONES INTEGRALES EN PROTECCIÓN PERSONAL, SA DE CV (SIPPSA), supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. SOLUCIONES INTEGRALES

EN PROTECCIÓN PERSONAL, SA DE CV (SIPPSA), unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

SOLUCIONES INTEGRALES EN PROTECCIÓN PERSONAL, SA DE CV (SIPPSA), is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Mario E. Villarreal Guajardo
CEO
Soluciones Integrales en Protección Personal, SA de cv

Av. Edison #2616 Col. Benito Juarez Monterrey, NL CP 64420

Soluciones RGR S.A. de C.V.
Av. Plan de San Luis 1471 Col. Mezquitan
Guadalajara, Jalisco. México C.P. 44260

Teléfono: +52 333 825 1203
www.solucionesrgr.com
ventas@solucionesrgr.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Soluciones RGR is a service supplier for fuel management system since November 2018. We provide software and hardware solutions to monitor fuel inbound/outbound records.

Soluciones RGR supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

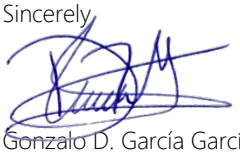
CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Soluciones RGR unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Sothern's shareholders to make a fair and informed decision on combining with Canadian National.

Soluciones RGR is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Gonzalo D. García García
Chief Operation Officer

cc: Parties of Record

SONAV, S.A. DE C.V.
Servicios de Ingeniería
SONAV, S.A DE C.V. Juan de la Barrera # 17, Col. San Juan Bosco, San Juan del Rio, Queretaro, C.P. 76805, Tel: (01427) 2748975

San Juan del Rio, Querétaro May 27th, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

SONAV, S.A. DE C.V. has been working with KCS since 2018, providing heavy duty machinery rentals and hyrail trucks in Michoacán.

SONAV, S.A. DE C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. SONAV, S.A. DE C.V. unequivocally

SONAV, S.A. DE C.V.
Servicios de Ingeniería
SONAV, S.A DE C.V. Juan de la Barrera # 17, Col. San Juan Bosco, San Juan del Río, Queretaro, C.P. 76805, Tel. (01427) 2748975

supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian

National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

SONAV, S.A. DE C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

José Ricardo Aguilar Félix
Director

cc: Parties of Record

SURTIDORA INDUSTRIAL

ING. JORGE SERNA GARZA
LAREDO No. 806 COL. MITRAS NORTE
MONTERREY, N.L. C.P. 64320
TELS. 8989-1800, 8989-1433
8989-7700
e-mail: ventas@surtidora-industrial.com
www.surtidora-industrial.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

JORGE SERNA GARZA has been a supplier for Kansas City Southern for more than twenty years, before it formally became Kansas City Southern Railway Company; we've been providing this customer with general hardware products, tools and industrial safety equipment.

JORGE SERNA GARZA supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

SURTIDORA INDUSTRIAL

ING. JORGE SERNA GARZA
LAREDO No. 806 COL. MITRAS NORTE
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Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. JORGE SERNA GARZA unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

JORGE SERNA GARZA is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

JORGE SERNA GARZA
CHIEF EXECUTIVE OFFICER

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

TANIA GUADALUPE OVALLE VILLARREAL has been working with KCS since 2013, providing crew transportation services in Nuevo Laredo and different locations in north Mexico.

TANIA GUADALUPE OVALLE VILLARREAL supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. TANIA GUADALUPE OVALLE VILLARREAL unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

TANIA GUADALUPE OVALLE VILLARREAL is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Tania Guadalupe Ovalle Villarreal
Director

cc: Parties of Record

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TCS 365 Member of Grupo 365

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

TCS 365, LLC is a key provider to the Kansas City Southern Railway's Cross-border Intermodal Service. In addition, we provide customs clearance for several importers in Mexico, which utilize Canadian National Railways and Kansas City Southern Railways infrastructure.

TCS 365, LLC supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

We believe that a combination of Canadian National and Kansas City Southern would help us to win in our markets. Canadian National's strong track record of success providing superior service, intermodal capabilities, and safety, gives us confidence that a combined Canadian National-Kansas City Southern would be best positioned to serve our needs. Additionally, Canadian National's successful track record of combinations over the past 25+ years also provides assurance that Canadian National will effectively and seamlessly be able to integrate and partner with Kansas City Southern.

As a key supplier to the cross-border operation for over 17 years, we believe that the impact of the combination of the CN and KCS Railways will be a positive one which will provide competitive options for transportation within various industries involved in international trade.

TCS 365, LLC
8514 El Gato Rd.
Laredo, TX 78045
Tel. (956) 753 4600
sales@grupo365.mx
www.grupo365.mx

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TCS 365 Member of Grupo 365

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

For example:

- Canadian National and Kansas City Southern has significant experience providing seamless intermodal service throughout their network and across borders.

- Alternatives to support lack of capacity for USA inbound cargo at maritime ports, particularly the LA/Long Beach ports.

1.

- Capability to address lack of capacity for shipments in multiple markets, through it's infrastructure and experience.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. TCS 365, LLC supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

TCS 365, LLC is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

DocuSigned by:
ROBERT LICKERMAN
5DFE4548AC3C403...

Robert Paul Lickerman
Intermodal Manager

cc: Parties of Record

TCS 365, LLC
8514 El Gato Rd.
Laredo, TX 78045
Tel. (956) 753 4600
sales@grupo365.mx
www.grupo365.mx

TECHNOLOGY GROUP SOLUTIONS

8551 Quivira Road
Lenexa, KS 66215

P: 913.451.9900
F: 913.451.9907

May 27, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

TGS have been Kansas City Southern major IT vendor over ten years. We are a certified minority and woman-owned full-service IT integrator with specialties in all aspects of today's business environments. TGS employs a knowledgeable and skilled staff, to provide a broad portfolio of quality IT services and solutions for today's business environment. We specialize in a full spectrum of information technology infrastructure – souring of hardware, software, security, cloud computing, network solutions, storage solutions, cabling, short or long-term projects, life cycle management, IT staffing, managed services, etc. – thus we can assist organizations for the individual office, the network, multiple sites, as well as the data center.

TGS supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. TGS unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

TGS is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

L Payne

Lenora Payne, CEO
cc: Parties of Record

TeleComunicaciones JR, S.A. de C.V.

May 30, 2021.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

TELECOMUNICACIONES JR, S.A. de C.V. has been actively participating since July 2008 with Kansas City Southern in the supply of equipment and accessories for its National VHF Radio Network, as well as in the installation, change of technology, commissioning and maintenance of its National Digital Microwave Radio Network 6-7 GHz.

TELECOMUNICACIONES JR supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Telecomunicaciones JR, S.A. de C.V.
Villa de la Silla # 1102
Col. Mirador de la Silla
Guadalupe, NL, México, CP 67178
RFC: TJR 041103 UX3

telecoms_jr@infinitum.com.mx
Tel.: (81) 2459-1320
Fax: (81) 2459-1320
Cel. 044 81 1227-7485

TeleComunicaciones JR, S.A. de C.V.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. TELECOMUNICACIONES JR unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

TELECOMUNICACIONES JR is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

TELECOMUNICACIONES JR, S.A. de C.V.
JESUS BARRERA HERNANDEZ
General Manager

cc: Canadian National
Kansas City Southern

Telecomunicaciones JR, S.A. de C.V.
Villa de la Silla # 1102
Col. Mirador de la Silla
Guadalupe, NL, México, CP 67178
RFC: TJR 041103 UX3

telecoms_jr@infinitum.com.mx
Tel.: (81) 2459-1320
Fax: (81) 2459-1320
Cel. 044 81 1227-7485

tessco

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

TESSCO Technologies Inc. is a value-added supplier of wireless communications products for network infrastructure, site support, and fixed and mobile broadband networks. Beginning in 1992, Tessco & CN have partnered to deliver safe and efficient rail applications such as Positive Train Control (PTC), Automatic Equipment Identification (AEI), Remote Control Locomotives (RCL), Industrial Internet of Things (IIoT), Land Mobile Radio (LMR), Intermodal Yards, and Signaling.

Tessco Technologies supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Tessco Technologies unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust

11126 McCormick Road
Hunt Valley MD 21031-1494
TEL 410-299-1000 | FAX 410-527-0005 | tessco.com



tessco

structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Tessco Technologies is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Sandip Mukerjee
Chief Executive Officer
Tessco Technologies Inc.

cc: Parties of Record

11126 McCormick Road
Hunt Valley MD 21031-1494
TEL 410-299-1000 | FAX 410-527-0005 | tessco.com

THE GREENBRIER COMPANIES

The Greenbrier Companies
One Centerpointe Drive, Suite 200
Lake Oswego, Oregon 97035
P 503.684.7000
F 503.684.7553
www.gbrx.com

May 28, 2021

Ms. Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries–Control–Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company and the Texas Mexican Railway Company

Dear Ms. Brown,

The Greenbrier Companies, Inc. is a leading international supplier of equipment and services to global freight transportation markets. Greenbrier designs, builds and markets freight railcars and marine barges in North America. We also have manufacturing operations in South America and Europe. Through our wheels, repair & parts business unit we supply freight railcar wheel services, parts, repair, refurbishment and retrofitting services to North American railroads and railcar owners and users. Greenbrier also offers railcar management, regulatory compliance services and leasing services to railroads and related transportation industries in North America.

Greenbrier supports approval of the CN/KCS combination. The railroad created by CN and KCS will become the first Class I network, with service entirely under its own system, to create a north-south connection between the three USMCA countries. This supports Greenbrier's manufacturing operations in the U.S. and Mexico by enhancing efficiencies in our North American supply chain network and ensuring reliable delivery of our finished products. At the front end of our production cycle, KCS transports raw material south, including hundreds of thousands of tons of U.S. steel to our assembly facilities in Mexico. KCS then transports the finished new railcars north to our customers across North America. Over the last twelve months, we have shipped almost one thousand loads of raw material south and returned thousands more finished railcars north, all on KCS. In a typical year (non-COVID), Greenbrier's shipments north and south are three to four times higher. For example, from June 2019-July 2020, we shipped nearly 400,000 tons of steel to our Mexican operations. The railroad's service has always been reliable, competitive and consistent.

Greenbrier provides KCS with car hire accounting systems and services, including processing payments owed by KCS and receipts owed to KCS. This includes processing car hire claims, discounts, contract rate management and monthly funds settlement. Greenbrier is the industry leader in the railcar management space, and we are gratified that KCS has entrusted us with this service since January 2019.

The CN/KCS merger would create new opportunities for Greenbrier's wheels, repair & parts (GRS) business unit. Over the last 12 months, CN and KCS have accounted for a

meaningful amount of our overall revenue from Class I Railroads for these aftermarket needs.

This transaction offers a first of its kind, North American freight network that will fuel economic growth, reduce carbon emissions and provide a competitively priced service for the transportation marketplace. The merger will deliver significant benefits to the larger North American freight transportation market, including supply chain enhancements, environmental sustainability and North American trade competitiveness. The integrated rail network created by a merged CN and KC will bring enhanced market competition to freight transportation. This will have a beneficial effect on service design and lower logistics costs to shippers in the U.S., Canada and Mexico.

- The combined networks will reduce redundant miles, improve transit times, remove interchange points and cut carbon emissions. These actions align with our core values of employee safety and green manufacturing.
- As an equipment supplier, this merger is beneficial as it will support growth and investment in the North American rail freight network. It would remove many heavy trucks off the roads and highways, while reducing congestion and pollution. These benefits will help support economic and employment growth in the United States and across the continent under the USMCA trade agreement. It is important to North American competitiveness in a global market space that there be a true USMCA railroad option.

For these reasons, Greenbrier is voicing its strong support for the combination of CN and KCS.

Sincerely,

Lorie L. Tekorius

President & Chief Operating Officer

Tolmaz

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re:FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

TOLMAZ SERVICIOS INTEGRALES BELONGS TO PATRICIA CHIQUETE CHIQUETE LIZARRAGA is WE ARE THE COMPANY DEDICATION TIRES QUALITY RENEWED WITH THE HIGHEST STANDARDS 25 YEARS EXPIRENCE SUPPORTS US. PROVIDES TO THE TIRES RENEWED TO THE KCS IN TOLUCA CITY.

TOLMAZ SERVICIOS INTEGRALES BELONGS TO PATRICIA CHIQUETE CHIQUETE LIZARRAGA supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders.
TOLMAZ SERVICIOS INTEGRALES BELONGS TO PATRICIA CHIQUETE CHIQUETE LIZARRAGA unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as

TOLMAZ SERVICIOS INTEGRALES BELONGS TO PATRICIA CHIQUETE CHIQUETE LIZARRAGA unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

TOLMAZ SERVICIOS INTEGRALES BELONGS TO PATRICIA CHIQUETE CHIQUETE LIZARRAGA is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



PATRICIA CHIQUETE LIZARRAGA

CEO TOLMAZ SERVICIOS INTEGRALES

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

SERVICIOS DE TOPOGRAFIA AGUIÑAGA
RFC: AUMF7801272Q8

Mr. FELIPE ALDO AGUIÑAGA MALDONADO (TOPOGRAFIA AGUIÑAGA) supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Mr. FELIPE ALDO AGUIÑAGA MALDONADO, unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also

receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

[COMPANY NAME] is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



F. Aldo Aguiñaga M.

Móvil: 045 8115282918

aldojaj@hotmail.com

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

TRACK SPEQ SA DE CV is a specialist company in the railroad sector which provides turnkey solutions for design, construction, and operation. Since 2009 we have provided facility maintenance included track components, staff to relay concrete ties, wood ties, assembly of turn outs, stairs.

TRACK SPEQ SA DE CV supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

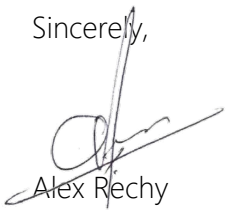
We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. TRACK SPEQ SA DE CV unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently

approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

TRACK SPEQ, SA DE CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Alex Rechy
Legal Representative
Track Speq, SA de CV

cc: Parties of Record

TRACSA S.A.P.I. DE C.V
AVENIDA PERIFERICO SUR 7800
STA. MA. TEQUEPEXPAN
TLAQUEPAQUE JALISCO
TEL. 3678-8000 FAX:3678-8098
C.P. 45601
R.F.C. TRA800423S25

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

TRACSA S.A.P.I. DE C.V. is a Caterpillar Dealer and supplies machinery, maintenance and parts support.

TRACSA S.A.P.I. DE C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **TRACSA S.A.P.I. DE C.V.** unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

TRACSA S.A.P.I. DE C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Carlos Salazar Gonzalez
TRACSA S.A.P.I. DE C.V.
Querétaro Branch

cc: Parties of Record

SAMPLE / DRAFT

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

TRANSPORTES Y ACARREOS MODERNOS S.A. DE C.V. started to work with KCS in 2020, providing transportation services for both mechanical and transportation crews.

TRANSPORTES Y ACARREOS MODERNOS S.A. DE C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. TRANSPORTES Y ACARREOS MODERNOS S.A. DE C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

TRANSPORTES Y ACARREOS MODERNOS S.A. DE C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Armando Juarez Olvera
Director

cc: Parties of Record

TRANSPORTES Y SERVICIOS AMBIENTALES

ARA SA DE CV

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

TRANSPORTES Y SERVICIOS AMBIENTALES ARA S.A. DE C.V., as a KCS provider since December 2020, that provides transportation, collection, freight and final disposal services for hazardous waste.

TRANSPORTES Y SERVICIOS AMBIENTALES ARA S.A. DE C.V. Supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Querétaro Qro. C.P. 76148 San Pedrito Peñuelas, Panaderos N° 90, Tel. (442) 131 3693 (442) 236 7183
Correo: ersalvador90@gmail.com Pagina web: www.disposicionderesiduospeligrosos.com

TRANSPORTES Y SERVICIOS AMBIENTALES

ARA *SA DE CV*

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. TRANSPORTES Y SERVICIOS AMBIENTALES ARA S.A. DE C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

TRANSPORTES Y SERVICIOS AMBIENTALES ARA S.A. DE C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Salvador Enriquez Ruiz, Manager,

cc: Parties of Record

Querétaro Qro. C.P. 76148 San Pedrito Peñuelas, Panaderos N° 90, Tel. (442) 131 3693 (442) 236 7183
Correo: ersalvador90@gmail.com Pagina web: www.disposicionderesiduospeligrosos.com

TSIM INTERNACIONAL S.A. DE C.V.

May 27, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

My name is HORACIO CESAR FLORES LOPEZ, and my business address is AV. LOS ANGELES #303, COL. GARZA CANTU, SAN NICOLAS DE LOS GARZA, NUEVO LEON, MEXICO, C.P. 66480. I am the President of TSIM INTERNACIONAL, S.A. DE C.V. In my role, I am responsible for planning, organizing and executing the resources of the company I preside.

TSIM INTERNACIONAL, S.A DE C.V. owns and operates a Transloading Rail Terminal located at Escobedo, Nuevo Leon, Mexico, which is served by the KCSM. The company specializes in providing logistical services to KCSM´s customers, such as: Transloading, Warehousing and Transporting General Cargo. This relationship has been working since 1995.

Besides this installation, we are currently investing in the construction of another Rail Terminal located at Salinas Victoria, Nuevo Leon, Mexico, which accounts for approximately 100 acres of land, and that will also be served by the KCSM. This Rail Terminal will have a 2 miles Loop configuration, and it´s aimed to provide the transloading services to the steel industry, which has a current projection of exponential growth starting on 2022.

TSIM INTERNACIONAL, S.A. DE C.V. supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

We believe that a combination of Canadian National and Kansas City Southern would help us to win in our markets. Canadian National's strong track record of success providing superior service, intermodal capabilities, and safety, gives us confidence that a combined Canadian National-Kansas City Southern would be best positioned to serve our needs. Additionally, Canadian National's successful track record of combinations over the past 25+ years also provides assurance that Canadian National will effectively and seamlessly be able to integrate and partner with Kansas City Southern.

TSIM INTERNACIONAL, S.A. DE C.V. has been working with KCSM as a Transloading Rail Terminal, by loading/unloading, warehousing and transporting a vast array of products such as: Steel, Wood, Paper, etc. Currently the company operates approximately 500 railcars per month.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

AVE. LOS ANGELES No. 303 COL. GARZA CANTU SAN NICOLAS DE LOS GARZA, N.L. MEXICO
TELS. (81) 8331-4978, (81) 8351-4359, (81) 8351-5779, (81) 8351-8522, FAX: (81) 8351-9380 Y 8351-1444

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Steel and Machinery from Mexico to the U.S. and Canada.

- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.

- We consider that the combination of the Canadian National and Kansas City Southern will create a trans-national railroad serving the USMCA participating countries, thus facilitating and enhancing commerce, transactions and new shipping opportunities, that will overall benefit customers.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. TSIM INTERNACIONAL, S.A. DE C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

TSIM INTERNACIONAL, S.A. DE C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

HORACIO CESAR FLORES LOPEZ
PRESIDENT

cc: Parties of Record

TSO – NGE MEXICO S.A. DE C.V.
Av. Insurgentes Sur 813,
Piso 2 Despacho 201-8 Col. Nápoles
CP 03810 Benito Juarez México D.F.
Tel 55(55437133)

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

TSO-NGE Mexico is a company which offers services of construction, renewing and upgrading of existing tracks in high-speed lines, TSO has contributed to laying, renewing, and upgrading in existing lines more than 2,500 km of high-speed rail tracks in France and elsewhere in the world.

TSO is a Kansas supplier since 2017 offering track rehabilitation services as ballast cleaning and replacement, construction of auxiliar tracks on main tracks and track exothermic welding.

TSO-NGE Mexico supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. TSO-NGE Mexico unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB

TSO – NGE MEXICO S.A. DE C.V.
Av. Insurgentes Sur 813,
Piso 2 Despacho 201-8 Col. Nápoles
CP 03810 Benito Juarez México D.F.
Tel 55(55437133)

provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

TSO-NGE Mexico is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

SINCERELY,

HEDI MENJOUR
Legal Representative

TSO S.A.S - Matriz
Chemin du Corps de Garde
CS 80035
77508 Chelles Cedex – France
Coordonnées téléphoniques
Tél. : +33.(0)1.64.72.72.00
Fax : +33.(0)1.64.26.30.23

TSO – NGE México S.A. de C.V.
TME1407028Q5
Av. Insurgentes Sur 813,
Piso 2 Despacho 201-8 Col. Nápoles
CP 03810 Benito Juarez México D.F.
Teléfono 55(55437133)

T U B A R S A
TUBERIAS, ACCESORIOS Y RECUBRIMIENTOS, S.A. DE C.V.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Tuberías, Accesorios y Recubrimientos, S.A. de C.V. is a Mexican company dedicated to the supply of Carbon Steel Pipe from 3" until 80" in diameter with seam and seamless up to 24" under international standards such as ASTM, API, AWWA, NMX, that provides to CN since 2015.

Tuberías, Accesorios y Recubrimientos, S.A. de C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Periférico Norte Nº4015, Col. Fracción Tercera Grande, C.P. 78412, San Luis Potosí, S.L.P.
01 (444) 823-2500, 823-3360 y 823-9948 tuberias@prodigy.net.mx y compras@tubarsa.com

We see the combination as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Tuberías, Accesorios y Recubrimientos, S.A. de C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Tuberías, Accesorios y Recubrimientos, S.A. de C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Germán Orlando López Bedoya
Director General

Periférico Norte Nº4015, Col. Fracción Tercera Grande, C.P. 78412, San Luis Potosí, S.L.P.
01 (444) 823-2500, 823-3360 y 823-9948 tuberias@prodigy.net.mx y compras@tubarsa.com

UNITED STEEL AND FASTENERS INC.
1500 INDUSTRIAL DRIVE, ITASCA, ILLINOIS 60143
TEL. (630) 250-0900
FAX (630) 250-0220
Email: us_f@msn.com
www.unitedsteelandfasteners.com

ISO 9001-2000 CERTIFIED

United Steel and Fasteners and National Trackworks are suppliers of Track Fasteners and the Track Switch Machines to the Rail Industry.
A woman own Corporation (WOSB Registered) and CP supplier since 1978.

I am Michele Sargis, President of United Steel and Fasteners and National Trackworks, where my duties include manufacturing and the supply of Track Fasteners and the Track Switch Machines to the Rail Roads.
United Steel and Fasteners and National Trackworks supports approval of the proposed combination of CP and KCS.
From our perspective as a supplier, this transaction is beneficial because it will strongly support growth and investment in the North America Rail Network.

As a supplier of track fastening systems and track switch machines to C.P., we see a great value in combination of C.P. and KCS to achieve a well maintained and safe system throughout Canada, US and Mexico.
C.P.'s attention to safety, continual investment in upgrading facilities and capacity to service customers will enhance our economy and approve safety.

The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options and support growth at CPKC, and will shift freight from trucks on the highway to the railsystem. 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 investment in new rail capacity that benefits shippers, the public and suppliers alike.

We see the transaction as only beneficial. We do not anticipate any negative impact 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.

Best Regards,

Michele Sargis
President
United Steel and Fasteners, Inc.
National Trackworks, Inc.

USEAGILITY

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Useagility is a digital partner of Kansas City Southern, providing research and design services since 2016.

Useagility supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Useagility unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City

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Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Useagility is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Nate Lichte

Managing Director

Useagility

Lisa Latas

Director, Solution Delivery

Useagility

cc: Parties of Record

TOYOTA

INNOVA FLETEROS

Valor Motriz S. de R.L. de C.V.
Pablo A. González 408 C.P. 6464(
Col. San Jerónimo, Monterrey, N.L
Tel. (81) 8122 4600 Fax. 8122 460
www.toyotainnova.com.mx

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company
Dear Ms. Brown: Valor Motriz Sells vehicles throughout Mexico, our business relationship with Kansas City begins since they are direct suppliers of Toyota , we have directly provided vehicles since 2006

Valor Motriz] supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.
CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.
We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.
Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Valor Motriz unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.
[Valor Motriz] is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life

Sincerely
Lic. Jaime Ochoa
Gerente General

Villarreal Express S. A. de C. V.
Servicio Express, Local y Foráneo

Tel. (81) 8901-1132 Y (81) 1296-2553

27 de Mayo del 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

VILLARREAL EXPRESS S.A. de C.V has been working with KCS since 2013, providing freight services among warehouse and facilities.

VILLARREAL EXPRESS S.A. de C.V supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. VILLARREAL EXPRESS S.A. de C.V unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

VILLARREAL EXPRESS S.A. de C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Pedro Villarreal Chavez
Director General

VILLARREAL EXPRESS S.A. DE

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Vilt Construcciones

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Vilt Construcciones S.A. de C.V. is a construction company with a 3 year relationship with KCS in Mexico developing some construction works specially regarding stations conservation and some facilities rehabilitations since 2018.

Vilt Construcciones S.A. de C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Vilt Construcciones S.A. de C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Vilt Construcciones S.A. de C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Ulises Cardoso Villagran
Commercial Director

VINTELLIGENT™

www.vintelligent.com

Date: **5/30/2021**

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: **FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company**

Dear Ms. Brown:

Vintelligent, Inc. ("Vintelligent") is a leading provider of technology products and services for the Automotive Terminal Operators and supplier of the Automotive Inventory Control Management System to all KCS / KCSM Automotive Terminals since 2010.

Vintelligent works with CN and KCS/KCSM by integrating and facilitating Electronic Data Interchange ("EDI") flow between these companies, vehicles manufacturers and trading partners in USA, Canada and Mexico.

Vintelligent supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive business impact of integrating CN and KCS / KCSM Automotive Terminal operations and environmental impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

3540 W. Sahara Avenue, Ste. E6-135, Las Vegas, NV 89102

Tel: (800) 380-7438

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders.

Vintelligent unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern' s shareholders to make a fair and informed decision on combining with Canadian National.

Vintelligent is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Stan Stukov
President
Vintelligent, Inc.
Office: (650) 348-3365
Cell: (650) 218-7826
stan@vintelligent.com

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

VISE S.A. DE C.V. is contractor for earthworks, bridges an dams for Kansas City Southern México

VISE S.A. DE C.V. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

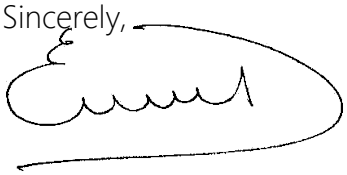
Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. VISE S.A. DE C.V. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Blvd. José María Morelos #5802
León, Gto. México. C.P. 37290
Tel. (477) 215-9000

www.vise.com.mx
vise@vise.com.mx

VISE S.A. DE C.V. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Ing. Carlos Emigdio Diaz Chavez
Legal representative
VISE S.A. DE C.V.

cc: Parties of Record

Blvd. José María Morelos #5802
León, Gto. México. C.P. 37290
Tel. (477) 215-9000

www.vise.com.mx
vise@vise.com.mx

W.T. BYLER CO
PROVIDING HEAVY | CIVIL AND RAILROAD CONSTRUCTION SERVICES

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May 27, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

W. T. Byler Co., Inc. is a heavy civil and railroad construction company that has provided service to Kansas City Southern Railway Company for over 20+ years.

W. T. Byler Co., Inc. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. W. T. Byler Co., Inc. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

W. T. Byler Co., Inc. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Jeremy Perkins
VP – Business Construction

cc: Parties of Record

Wabtec Mexico Corporation
Locomotive Manufacturing and
Services, S.A. de C.V.

Vicente Perea
Attorney-in-Fact
Ave. 20 de Noviembre #1200 Int.,
Barrio de Tlaxcala
78230 San Luis Potosi, San Luis Potosí
Mexico

May 27, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

REF: **FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company**

Dear Ms. Brown,

As a leading global provider of equipment, systems, digital solutions and value-added services to the rail industry, Wabtec Corporation supports regulatory approval of the proposed combination of Canadian National and Kansas City Southern.

Wabtec strongly supports investment in technology, growth and efficiency for the North America freight rail network. In order to meet broad North American carbon emissions reductions, stimulating increased capacity in the network through technology is critical. Our unique position in the industry give us a perspective on the trends impacting our customers including climate change, automation and digitization. The new transportation services that the combined CN + KCS will bring to customers should stimulate growth in rail transportation. Further, we believe this union can shift freight from trucks on the highways to the rail system – no small benefit as we all are committed to building a more sustainable freight system.

Wabtec enjoys a strategic partnership with both The Kansas City Southern Railway and Canadian National. We believe the new CN+KCS rail system will ultimately bring both economic and employment growth across Canada, the United States and Mexico.

Best Regards,

Jose Vicente Perea Heredia
Attorney-in-Fact
Wabtec Mexico Corporation
Locomotive Manufacturing and Services, S.A. de C.V.

May 27, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings - Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Wellington is an event and branded product partner with Kansas City Southern and has been for several years.

Wellington supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Wellington unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Wellington is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Joan Wells
President, Experience Division

wellington
7309 W 80th St., #300
Overland Park, KS 66204
P: 913.402.1881
wellingtonexperience.com

ALABAMA EXPORT RAILROAD
701 Dekle Street / Mobile, AL 36602 / 251.355.3887 / www.alerr.com

May 24, 2021

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

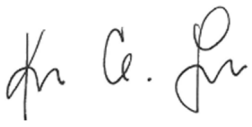
Dear Ms. Brown:

Alabama Export Railroad, Inc. ("ALE") partners with CN to support customers shipping a multitude of commodities, including agricultural, consumer, energy, and metals products, and to entice industrial development for mutual long-term success.

ALE supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, ALE believes CN's voting trust should also receive approval.

ALE is proud of its partnership with CN and appreciates CN's outreach since April 20 regarding the proposed KCS-CN combination. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,



Kate C. Luce

cc: Parties of Record

Kate C. Luce • President & Chief Executive Officer • T: (228) 474-6383 • F: (228) 474-8643
E-mail: kluce@mserr.com

Alliance Wheel Services L.L.C.
302 W. Holland St.
Washington, IL 61571

May 25th, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Alliance Wheel Services LLC has been supplying reconditioned wheel sets to CN to various location in the USA and Canada since early 2014.

Alliance Wheel Services LLC supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Alliance Wheel Services LLC unequivocally supports the approval of CN's voting trust. We believe CN's proposal voting trust benefits KCS and it's shareholders by creating the opportunity for a fair, informed decision when choosing between the competing offers and by shielding them from a lengthy regulatory approval process after an acquisition of KCS.

To ensure fair and transparent review of CN's voting trust Alliance Wheel Services LLC also supports CN's request that the STB review CN's trust agreement simultaneously with CP's voting trust and that the review process include a brief comment period.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Alliance Wheel Services LLC is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Robert Coup
President
Alliance Wheel Services, L.L.C.

CANATAL

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway ompany, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Canatal Industries have been using Canadian National Railway as one of our main railway logistics partners for more than 10 years to supply our company with our raw material. We are greatly satisfied with their services as well as their innovative business solutions.

Canatal Industries unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Canatal Industries also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Canatal Industries is proud of our over 10 years relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Ralph Poulin
President

cc: Parties of Record

CANATAL INDUSTRIES INC.
A 2885, boul. Frontenac Est
Thetford Mines (Qc) G6G 6P6
CANADA
T 1 (418) 338.6044
W canatal.net

DocuSign Envelope ID: D03A8835-130B-48C7-B970-A8CE59122189

ISAAC Instruments inc.
1300 boulevard Clairevue Ouest,
Saint-Bruno-de-Montarville, Québec, J3V 0B7
Tél.: 1 888 658-7520, Fax: 450 658-3322
www.isaac.ca

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

ISAAC Instruments Inc. is CN's road transportation subsidiary telematic solution provider since December 4th 2019.

ISAAC Instruments Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. ISAAC Instruments Inc. unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, ISAAC Instruments Inc. also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process includes a brief public comment period. Such a review would ensure a level playing field for the bids.

ISAAC Instruments Inc. is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21st-century railway come to life.

Sincerely,

DocuSigned by:
Jacques DeLarochellière
961F802737024E3...

Jacques DeLarochellière, Eng.
Président

cc: Parties of Record

JL Energy Corp.
17 Sunset Way SE
Calgary, AB T2X 3H6

May 21, 2021

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

JL Energy Corp. is an energy marketing and midstream optimization advisor to clients with operations in the United States and Canada. As principal of the company I have been associated with CN and KCS through JL Energy Corp. as well as through my work at previous employers in a variety of capacities since 2010. This positive association has been focused predominantly on the movement of Western Canadian crude oil and natural gas liquids to markets in the United States and Mexico.

JL Energy Corp. unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

JL Energy Corp. is proud of our 11-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,



Jared Layton
Principal

cc: Parties of Record

MEDLOG
Transport & Logistics

MEDLOG CANADA INC
7 Saint-Jacques,
Montreal, Quebec
H2Y 1K9

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

MEDLOG CANADA INC is a logistics service provider established with the aim of improving customer satisfaction and offering solutions that meet your logistics needs anywhere in North America. As one of the world's geographically widest logistics and supply chain provider, MEDLOG continues its tremendous growth focusing on investment in its own assets, such as inland logistics platforms, warehouses, trucks, locomotive, barges, all strategically located, facilitating logistics efficiency for the benefits of customers. With presence in over 70 countries, MEDLOG offers multiple services, with the support of multiple offices in key markets around the world.

MEDLOG CANADA INC unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

MEDLOG CANADA INC is proud of our relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Maroun Matta
Managing Director

MISSISSIPPI EXPORT RAILROAD
4519 McInnis Avenue / Moss Point, MS 39563 / 228.475.3322 / www.mserr.com

May 24, 2021

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Mississippi Export Railroad Company ("MSE") is a longstanding partner of CN, working together to support customers shipping a multitude of commodities, including agricultural, energy, and metals products, and to entice industrial development for mutual long-term success.

MSE supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, MSE believes CN's voting trust should also receive approval.

MSE is proud of its decades long partnership with CN and appreciates CN's outreach since April 20 regarding the proposed KCS-CN combination. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Kate C. Luce

cc: Parties of Record

Kate C. Luce • President & Chief Executive Officer • T: (228) 474-6383 • F: (228) 474-8643
E-mail: kluce@mserr.com

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Nova Grain inc. is a company that works in the agricultural sector. Our operations are heavily dependent on access to our rail network. For several years we have been working with CN on a daily basis. We have always been supported in our operations. Over the years we have developed a relationship of trust.

Nova Grain inc unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

Nova Grain inc is proud of 25 years relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Nancy Marchesseault
Nova Grain inc
Assistant General Manager

cc: Parties of Record

May 26, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Parsec, Inc. has been a partner in North America's transportation infrastructure since we started as a small trucking company in 1949. We have grown to one of the largest intermodal contracting service providers supporting all major US and Canadian railroads as well as multiple international steamship lines. We have assisted in the growth of the freight industry as well as strengthened the economy of both countries by employing over 4,000 individuals. We have a very strong relationship with the Canadian National railroad (CN) and support them at multiple operations in the United States.

Parsec, Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Parsec, Inc. unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Parsec, Inc. also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Parsec, Inc. is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21st century railway come to life.

Sincerely,

David H. Budig
President and CEO

cc: Parties of Record

1100 Gest Street, Cincinnati, Ohio 45203
(513) 621-6111 FAX (513) 621-4330

PHOENIX PAPER

May 28, 2021

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Phoenix Paper Wickliffe, LLC is in Wickliffe, KY and is served by the Canadian National Railway. We receive raw materials and ship a growing percentage of our finished products through our rail service from the CN.

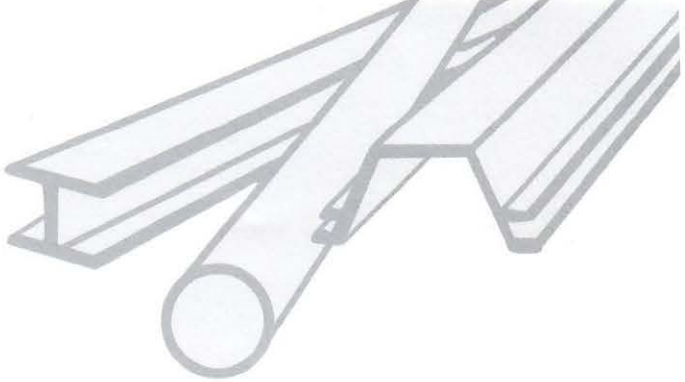
Phoenix Paper Wickliffe, LLC unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Phoenix Paper Wickliffe, LLC also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Phoenix Paper Wickliffe, LLC is proud of our 2-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—clearly demonstrates the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Joe K. Banks
Director of Supply Chain
Global Win Capital Corporation
Phoenix Paper Wickliffe, LLC



TUYAUX ET MATÉRIEL DE FONDATION LTÉE.

PIPE and PILING SUPPLIES LTD.

POUTRES ET PALPLANCHES
BEAMS AND SHEET PILING
5025 Ramsay
St. Hubert, P.Q. J3Y 2S3
(450) 445-0050, (514) 879-9008
Fax: (450) 445-4828

May 21, 2021

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Pipe and Piling Supplies Ltd. is a steel distributor and manufacturer doing business with CN for over 60 years. With offices throughout Canada and the US servicing the North American Construction Market, we have historically relied on CN to provide rail, intermodal and container services. We have come to rely on CN as a major partner in our logistics program, in terms of delivery to our customers, intercompany stock distribution, as well as material arriving from our global suppliers.

Pipe and Piling Supplies Ltd. unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Pipe and Piling Supplies Ltd. also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Pipe and Piling Supplies Ltd. is proud of our 60 plus year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment - clearly demonstrates the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Steven Kert
Logistics Manager

cc: Parties of Record

1958-2018

Services **NOLITREX** Inc.

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

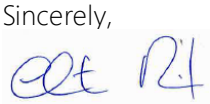
Services Nolitrex inc is an integrated rail trans loader that has a business partnership with CN for over forty years. CN and Services Nolitrex inc are achieving high quality rail services putting safety first, for its employees, clients and the population in general.

Services Nolitrex inc unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Services Nolitrex inc also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Services Nolitrex inc is proud of our 30 years relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,



Christian Ricard
President
Services **NOLITREX** Inc.
3462, rue de l'Énergie
Jonquière (QC) G7X 9H3
www.nolitrex.com
cc: Parties of Record

VPC Group

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

VPC Group Inc. is a manufacturer of foam & related products with multiple manufacturing facilities throughout Canada. Our partnership with CN goes back many years and they are an integral part of our supply chain. They provide us with import, rail, and intermodal services to support our plants with raw materials & our customers with finished products on a day to day basis.

VPC Group Inc. unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

VPC Group Inc. is proud of our 25+ year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Joe Estriga
Chief Financial Officer
VPC Group Inc.
150 Toro Road
Toronto, ON
M3J 2A9

cc: Parties of Record

ZIM Integrated Shipping Services (Canada) Ltd.
1155 Rene-Levesque West, Suite 400, Montreal, QC, H3B4R1
Tel. +1-514-875-4160 Email: kluge.volker@ca.zim.com

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

ZIM Integrated Shipping Services (Canada) Co. Ltd., is an international container shipping company which utilizes CN for intermodal services throughout the United States and Canada. We use CN services from various ports in Canada and the USA to forward our containers to and from various inland locations, such as Chicago, Memphis, Toronto, and Montreal to name a few. We have received excellent service from CN over the years, finding them very responsive to our needs, and being very attentive to any issues that arise. We work with a wide spectrum of the CN team, included the executive management, and their dedication to our business is the reason we have enjoyed such a long-term relationship.

ZIM Integrated Shipping Services (Canada) Co. Ltd. unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN 's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

ZIM Integrated Shipping Services (Canada) Co. Ltd. is proud of our 45-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Volker Kluge
President

cc: Robert Pearson - CN

INDORAMA VENTURES

Indorama Ventures Polymers México S. de R.L. de C.V.
Av. Prol. Paseo de la Reforma No. 1015 torre A 2o. piso Col. Santa Fe Cuajimalpa
Deleg. Cuajimalpa de Morelos C.P. 05348, México D.F.
Tel: (55) 9177-57-00 Fax: (55) 5292-60014

May 6th 2021
Santiago de Queretaro, Qro Mexico

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Indorama Ventures Polymers México, S. de R.L. de C.V. produces and sales PET resin, that is primarily used as a raw material in the manufacture of bottles, sheets, films, fibers, filaments, and other specialty products. The PET polymers and resin manufacturing facility is located at Querétaro City, Mexico. 90% of our inbound raw materials volume and 80% of our export volume is currently being transported by rail.

We believe that a combination of CN and KCS would help us to gain position in the actual market. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We ship PET resin from Querétaro City, México to our customers and some transloading yards in the US. Some of our main shipping destinations are Midlothian, TX. Tolleson, AZ. Taft, FL. Carmenita, CA. Bethlehem, PA.
Regarding Raw Materials shipments, our main routes are Veracruz-Queretaro and Joliet, IL -Querétaro

Indorama Ventures Polymers Mexico unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Indorama Ventures Polymers Mexico also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Indorama Ventures Polymers México S. de R.L. de C.V.
Av. Prol. Paseo de la Reforma No. 1015 torre A 2o. piso Col. Santa Fe Cuajimalpa
Deleg. Cuajimalpa de Morelos C.P. 05348, México D.F.
Tel: (55) 9177-57-00 Fax: (55) 5292-60014

Indorama Ventures Polymers Mexico is proud of our more than 20 years relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Arturo Lugo Colín
Indorama Ventures Polymers México, S. de R.L. de C.V

cc: All parties of Record

Travis Gross
Vice President
Railroad Products and Services



Koppers Inc.
436 Seventh Avenue
Pittsburgh, PA 15219-1800
Tel 412 227 2739
Fax 412 227 2841
GrossTJ@koppers.com
www.koppers.com

May 27, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Koppers provides many products and services to KCS, including railroad ties, railroad bridge repair and associated services, and railroad tie disposal. Koppers has had the pleasure of partnering with KCS as a valued supplier for many years.

Koppers supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the combination as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Koppers unequivocally

supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Koppers is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Travis J. Gross

THE GREENBRIER COMPANIES

The Greenbrier Companies
One Centerpointe Drive, Suite 200
Lake Oswego, Oregon 97035
P 503.684.7000
F 503.684.7553
www.gbrx.com

May 28, 2021

Ms. Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries–Control–Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company and the Texas Mexican Railway Company

Dear Ms. Brown,

The Greenbrier Companies, Inc. (Greenbrier) is a key supplier to Class I railroads of freight railcars, railcar wheels and parts, and railcar services. The relationship between Greenbrier and the Class I railroads, including and KCS and CN, has been beneficial for Greenbrier and all Class I railroads and for Greenbrier employees in the United States, Mexico and Canada.

The CN bid for KCS includes the establishment of a voting trust. Greenbrier unequivocally supports approval of this voting trust. We believe the voting trust will benefit KCS and its shareholders. Upon approval of the trust, David Starling, a member of Greenbrier's Board of Directors, will serve as the trustee of the voting trust. Mr. Starling will ensure that KCS preserves its ability to pursue independent business objectives, with no influence by CN, during the pending of this approval process.

Sincerely,

Lorie L. Tekorius

President & Chief Operating Officer

TOPLIFT NORTH AMERICA
42 Pinelands Ave. Stoney Creek, ON. Canada L8E 5X9 Ph. 905-662-4137 Fax. 905-662-8058

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Toplift North America Inc. (Part of the Top Lift Group of Companies) is a supplier of heavy equipment and a distributor across Canada and the USA. We have been in close partnership with CN for over 28 years as we have a keen focus on intermodal container handling equipment.

Toplift North America supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

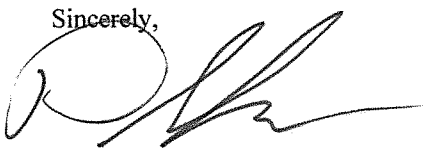
We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS. We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Toplift North America unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Toplift North America is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



David Shea
President
dshea@toplift.com