

BEFORE THE SURFACE TRANSPORTATION BOARD

Finance Docket No. 36500

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

ENTERED
Office of Proceedings
April 12, 2021
Part of
Public Record

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

Applicants¹ respectfully submit the accompanying 75 statements of support from shippers and other supporters for the Board's consideration, bringing the total submitted to date to 379. These supporters have asked Applicants to submit their statements and letters to the Board on their behalf or have submitted them directly and asked Applicants to serve on all parties of record.

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

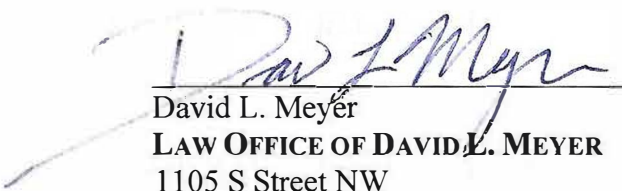
Respectfully submitted,

/s/ William A. Mullins

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Counsel for CP

Attorneys for Applicants

April 12, 2021

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Diana L. Broderson
Tom X. Lazio

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Bulkmatic de Mexico
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Witness

Richard Arntzen
Taylor Schmitt
Julio Alfonso Morfin
Casey Carmody
Wayne Johnson
Francisco Javier Melo Valdés
Gary Fast
Bert Frost
Kim Ludtke
Neil Rossy
Jordan Krump
Viktor Velichkov
Jeff Thaler
Ross Edwards
Dana V. Wakefield

Entity

Holman Farming Group
Independent Dispatch, Inc.
Indorama Ventures Polymers México, S. de R.L. de C.V.
Internacional Regiomontana de Acero, S.A. de C.V.
Irving Oil
ITW Hi-Cone
JEI, Inc.
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Kaycan Ltd.
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Les Tourbières Berger Ltd.
Loblaw Companies Limited
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Mercado de Arenas Silicas S.A. de C.V.
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Mosaic Company
Networks Group
Northern Country Coop
Northland Products Company
Overland Container Transportation Services Ltd.
Rahr Malting Company
Rocanda Enterprises and Rocanda USA
Shipping Federation of Canada
Sky Eye Measurement
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Transload Distribution Association of North America
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Witness

Dan Holman
Erica Hill
Arturo Lugo C.
Alethia Avendaño
Kevin Scott
Ed Kaminski
Gerardo M. Jaime
Steve Roth
Lionel Dubrofsky
Lionel Dubrofsky
Matthew Conard
Lionel Dubrofsky
Benoit Couturier
France Michaud
Brian Springer
Daniel Desmeules
Emery Robidoux
Carlos De La Garza Gossler
Greg Simpson
Michael Fratianni
Karen A. Swager
Alberto Rivera
Jason Schwenneker
Eric P. Petersen
Joe Tompalski
Robert Sutton
Jesse Regier
Michael Broad
Richard Hansen
Marc Desrosiers
Jeff Brandt
Navtej Grewal
Patric Nagel
John Foss
Daniel P. Price
Dallas Sherwood

Entity

U.S. Rail & Logistics, LLC
Villaume Industries
Water Train Inc.
XPO Logistics, Inc.
ZIM Integrated Shipping Services (Canada) Co. Ltd.

Witness

Wes Adkins
Paul Krier
David Anthony Rangel
Brad Jacobs
Volker Kluge

STATEMENTS OF OTHER SUPPORTERS**Entity**

Acklands-Grainger Inc.
Alstom
Herzog Railroad Services, Inc.
Holland, L.P.
Koppers Inc.
Loram Maintenance of Way, Inc.
New York Air Brake LLC
Nordco
Remprex LLC
Sperry Rail Service
Strato, Inc.
Weichert Workforce Mobility Inc.

Witness

John Keith
David L. MacKay
Brad Lager
Jordan Wolf
Bryan Stout
Luke P. Olson
Greg Dalpe
Bruce Boczkiewicz
Remy Diebes
James K. O'Rourke
Daniel Foxx
Stephan S. Jones

CERTIFICATE OF SERVICE

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

/s/ Freesia Ferrantino

Freesia Ferrantino

April 12, 2021



CITY OF BELTON

*506 Main Street
Belton, MO 64012*

*(816) 331-4331
Fax (816) 322-4620*

My name is Carolyn Yatsook and my organization's address is 506 Main St., Belton, MO. I am the Economic Development Director of the City of Belton, Missouri. In my role, I am responsible for business retention and attraction, workforce development and marketing.

The City of Belton is a City in Cass County, Missouri, that is adjacent to the current Kansas City Southern rail line. There is City owned property, which we are marketing for a light industrial user. Kansas City Southern has been supportive of the potential to serve this site, dependent upon the end users needs. We appreciate the working relationship that we have with Kansas City Southern.

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

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

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

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



CITY OF BELTON

506 Main Street
Belton, MO 64012

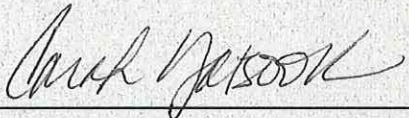
(816) 331-4331
Fax (816) 322-4620

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

VERIFICATION

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

Executed on March 31, 2021.


_____[Signature]
Carolyn Yatsook



City Hall, 215 Sycamore St.
Muscatine, IA 52761-3840
(563) 264-1550 Voice/TT
Fax (563) 264-0750

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

ATTENTION: Surface Transportation Board

My name is Diana Broderson and I am Mayor of the City of Muscatine, Iowa. The purpose of my letter is to share my support of the proposed combination/merger between Canadian Pacific and Kansas City Southern and request that the Surface Transportation Board take quick action to approve it.

Canadian Pacific is an important member of our community and economy. They have been a responsive and responsible operator providing a valuable service to businesses in our area and region. The Railroad provides an important artery for the transportation needs of our local businesses and I appreciate their contribution.

This proposed transaction appears to provide a win-win. By giving Canadian Pacific greater market reach, the combined network with Kansas City Southern will provide better transportation options for our businesses and support economic and job growth. The significant benefits realized by area businesses through this transaction will have a positive effect on the community as a whole.

From my perspective, the transaction promises to provide improved service options and invigorate transportation competition. The combined Canadian Pacific/Kansas City network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help our community reach our existing markets and new markets more efficiently.

The two railroads' strong focus on safety and their track record of operational excellence leaves no doubt that Canadian Pacific Kansas City together will be able to integrate their operations seamlessly to the benefit of communities and customers. Thank you for your time and please contact me if you have any questions.

Sincerely,

Diana L. Broderson

Mayor

City of Muscatine, Iowa



STB Finance Docket No. 36500
CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

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

CP is an important member of our community and economy. They have been a responsive and responsible operator. They provide businesses in our area and region with an important artery for their transportation needs – in some cases taking trucks off the highways, which we strongly support.

The transaction would provide significant benefits that we are eager to see realized as soon as possible.

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

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

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

Ottumwa has a large community of manufacturing businesses- such as John Deere, JBS, C & C Manufacturing, Winger Co.--that may benefit from this consolidation.

Respectfully,

Tom X. Lazio, Mayor

City of Ottumwa

Administration portuaire de Montréal
2100, avenue Pierre-Dupuy, aile 1
Montréal (Québec) Canada H3C 3R5
T 514.283.7011

Montreal Port Authority
2100 Pierre-Dupuy Avenue, Wing 1
Montreal, Quebec Canada H3C 3R5
T 514.283.7011

April 1, 2021

Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Montreal Port Authority supports to the CP/KCS combination

To whom it may concern,

I, Martin Imbleau, President and Chief Executive Officer of the Montreal Port Authority, would like to express our views on the above-mentioned transaction. As an autonomous Federal agency responsible for the Port of Montreal, we have an exceptional collaborative relationship with CP, which benefits from direct access to the various port operators found on our docks. CP is a long-standing partner of the Port of Montreal and a trusted partner in the development of logistics activities. The Montreal Port Authority, an organization located at 2100 Pierre-Dupuy Avenue in Montreal, Canada, wishes to express its great satisfaction with CP.

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

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

The Port of Montreal is the second largest port in Canada and a diversified transshipment centre that handles all types of goods: containerized and non-containerized cargo, liquid bulk and dry bulk. As the only container port in Quebec and the largest port on the Eastern coast of Canada, we are a destination port served by the largest shipping lines in the world. We are also an intermodal hub with a service offering that is unique in North America, featuring its own rail network directly dockside connected to the CP network.

As we prepare for the largest expansion in our history with an expansion plan that will increase our handling capacity by 1.15 million TEUs (twenty-foot equivalent units), we believe that an extensive railroad network will allow us to create business opportunities, and, consequently, to better serve the markets we serve, particularly through the Midwest.

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

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

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

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

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

VERIFICATION

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

Executed on April 1, 2021

A handwritten signature in black ink, appearing to be 'M. Imbleau', written in a cursive style.

Martin Imbleau
Président-directeur général



Dirección General

Oficio API VER-D-435/2021

H. Veracruz, Veracruz, 31 de marzo de 2021

**A Quien Corresponda.
Presente**

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 C.P. 91700 Veracruz, Ver., correo electrónico: direccion@puertodeveracruz.com.mx, ante ustedes con el debido respeto expongo lo siguiente :

Sobre el particular, me permito hacer 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 movimiento 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 positivo la unión de KCS, con la empresa Canadian Pacific Railway (CP), lo cual es una excelente noticia, ya que esperamos se incrementará el potencial competitivo de este puerto proporcionando beneficios importantes a las tres naciones, Estados Unidos de América, Canadá y México.

Desde nuestra perspectiva, la combinación CPKC promete proporcionar servicios de transporte de mercancías más amplios que seguramente incrementarán la conectividad ferroviaria, lo cual facilitará el tránsito de carga y apoyará a disminuir los tiempos de traslado a los principales puertos y centros de distribución en las costas del Golfo, el Atlántico y el Pacífico de los EE.UU., 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 CPKC podrá integrar sus operaciones sin problemas en beneficio de los clientes ferroviarios y otras partes interesadas. Es por ello, que existe interés con dicha transacción porque permitirá que la combinación CPKC, proporcione opciones de servicio ferroviario nuevas, más eficientes y confiables. Esto fortalecerá la competencia contra los 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 CPKS, en la expansión del acceso a los mercados en crecimiento en los Estados Unidos, México y Canadá bajo el acuerdo comercial T-MEC. Es importante que haya una verdadera opción de ferrocarril del T-MEC.
- Las nuevas ofertas de servicios de CPKS 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 materia prima y producto terminado.
- Se eliminará costos que se ocasionaban a los clientes los cruces de ferrocarril que existían al entregar KCS a CP y viceversa.

Por estas razones, La Administración Portuaria Integral de Veracruz S.A. de C.V., expresa un sólido apoyo a la combinación de CP 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 la adquisición de KCS por parte de CP 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.

ING. ROMEL EDUARDO LEDEZMA ABAROA

Director General de Administración Portuaria Integral de Veracruz, S.A. de C.V.



[Translation of Preceding Letter from Administración Portuaria Integral de Veracruz S.A. de C.V., signed by Romel Eduardo Ledezma Abaroa]

Communications

Veracruz

Secretariat of Communications and Transportation

Directorate General

Office API VER-D.G. 135/2021

H. Veracruz, Veracruz, March 31, 2021

To whom it may concern,

Engineer Romel Eduardo Ledezma Abaroa, Director General of the Port Authority of Veracruz, Corp., concessionaire of the Port of Veracruz, located at Avenue Marina Mercante 210, 7th floor Col. Centro C.P. 91700 Veracruz, Ver. Email address: direccion@puertodeveracruz.com.mx, hereby set out with due respect:

In particular, I would like to share that the company, Kansas City Southern (KCS), is a strategic participant in the development of the Port of Veracruz. It provides railway cargo transportation to central and northern Mexico efficiently and securely and is an important player in the development of Veracruz.

Thus, this Entity welcomes the union of KCS with the company Canadian Pacific Railway (CP) as excellent news as we hope it will increase the competition potential of this port, providing important benefits to three nations, the United States of America, Canada and Mexico.

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

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

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

- It will strengthen the logistics of importing materials and exporting finished products.
- It will eliminate costs clients paid when KCS railroads crossed CP's, and vice versa.

For these reasons, the Port Authority of Veracruz, Corp., expresses strong support for the merging of CP and KCS, for it will improve competition, offer broader opportunities, and promote efficiency for clients of all sizes. The Port Authority of Veracruz, Corp., urges the Surface Transportation Board (STB) to approve the acquisition of KCS by CP as early as possible so that these systems can be integrated and all benefits of this agreement can be provided to all interested parties.

Sincerely,

Engineer Romel Eduardo Ledezma Abaroa

Director General of the Port Authority of Veracruz, Corp.



Great Sandhills Railway Ltd.

448 1st Avenue West
Leader, SK S0N 1H0
Phone: 306-628-4774
Fax: 306-628-4772

P.O. Box 726
Leader, SK S0N 1H0
www.gsrail.net

March 31, 2021

ATTENTION: Surface Transportation Board

My name is Perry Pellerin. I am the CEO of Great Sandhills Railway Ltd (GSR). We operate a shortline that interchanges with CP Rail at Swift Current, Saskatchewan. The relationship between CP and GSR has been and will continue to be critical for our success. There is no question to our full support of the purchase of the KCS by CP Rail. Both CP and KCS operate a safe, efficient railway and the idea of operating as one will only enhance those activities. The idea of a seamless route for our customers to Midwest USA and Mexico opens several opportunities not currently available to them under the current Rule 11 operation.

GSR is anchored by a gas plant that already ships several thousand cars per year to the Midwest USA and Mexico. The holdback from expanding this business is rates. These rates are often a function of a combination of several Rule 11 rates. This combination of rates is often prohibitive from completing the additional business. The prospect of a seamless single line route will result in improved efficiency and rate structure more shipper friendly.

We have interchanged with CP Rail for over 10 years. Their attention to safety and communication have made them a great partner. I suspect these same attributes will be extended to KCS. KCS has also built its own reputation as a company that does what it says it is going to do. Together this will make the new CP/KCS carrier a significant competitor with the other Class One carriers.

In our opinion, CP Rail would be the best suitor for the KCS. Any other Class One carrier that acquired KCS might disrupt any competitive balance that currently exists. This would be especially true in the north/south corridors.

Having a seamless single line service for our customers means the acquisition will have a positive impact in all respects. Giving our shippers more options is good for them and obviously good for GSR. We are encouraged by our partner's expansion plans, as it in part will extend our reach for additional business. Combine that with the increased operating efficiencies it will make the CP/KCS a significant carrier option that we would be proud to be part of. All these factors would demand that GSR show its support for the acquisition.

Sincerely,

Perry Pellerin

CEO

Great Sandhills Railway Ltd



ATTENTION: Surface Transportation Board

My name is Dave Fellon and my business address is 21778 Highview Avenue, Lakeville, MN 55044. I am Owner & President of Progressive Rail Incorporated. In my role, I am responsible for Sales and Marketing and building new organic carload business.

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

Massive economic growth is knocking in a big way with the combined Canadian Pacific Railway/Kansas City Southern Railway system. For over twenty years, Progressive Rail's hard fought for customers have trusted the CP to handle their urgent freight. During this time, the world has dramatically changed and markets are flowing like a rushing river to the fastest, most efficient, and most cost effective supply chains. It has been great to work with the Canadian Pacific Railway throughout their entire network, but unfortunately it ends in Kansas City, Missouri. With the approval of the CPKC partnership, Progressive Rail's valued customers will be able to successfully compete in a hyper-competitive global marketplace.

Speaking of global, we all breathe the same air. Today it is becoming ever more polluted as railroads on a percentage basis haul very little merchandise. The 36-38% market share being touted is dramatically weighted to unit train and bulk commodities. This is telling as to what a more streamlined CPKC Railway will be able to accomplish in the merchandise arena by way of making those crucial truck to rail conversions. When that flywheel finally starts turning in the right direction, the entire world wins with a whole lot less carbon emissions from trucks.

Additionally, rail is the safest mode of land based transportation. As the American Trucking Association continues to push for heavier and multiple trailer rigs, the new CPKC Railway allows for a far safer way to transport goods.

To realize America's next step in global economic prosperity, a quantifiably healthier environment, and a far safer traveling experiences, TEAM PGR is wholly supportive and genuinely excited about all of the benefits that the merger of the Canadian Pacific Railway and Kansas City Southern Railway network will consistently deliver.

Progressive Rail Incorporated urges the STB to approve CP's acquisition of KCS as swiftly as possible.

Sincerely,

Dave Fellon
President
Progressive Rail Incorporated



4-9-21

My name is Richard Arntzen and my business address is 1025 School St, Rockford, Illinois, 61101. I am President & CEO of Arntzen Corporation.

Arntzen Corporation manufactures large diameter rolled and welded steel casing pipe with mills in Rockford and Woodstock, Illinois. Arntzen receives steel from various mills via Canadian Pacific into our Rockford, IL facility.

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

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

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

- CPKC's new single-line haul offerings will offer new competitive transportation options for our suppliers.
- CPKC's new service offerings will improve transit times and reliability.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options. At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

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

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

Richard Arntzen

815.964.9413 office

Richard@ArntzenCorp.com

Arntzen Corporation

1025 School St. Rockford, IL 61101



Richard Arntzen

A handwritten signature in blue ink, appearing to read "R. Arntzen", written over a white background.

President



5837 Imperial Drive, Olds, AB. T4H 1G6 Phone: (403) 507-8660

ATTENTION: Surface Transportation Board

My name is Taylor Schmitt and my business address is 5837 Imperial Dr. Olds, Alberta. I am Business and Operations Manager of Barr-Ag Ltd. In my role, I am responsible for Day to Day operations of Barr-Ag Ltd's domestic market shipment of agriculture products across Canada and the US. In addition I am Responsible for processing plant operation, HR, and international sales to the Middle East region.

Barr-Ag Ltd works with CP rail for two of our main businesses. We export forage to Asia and the Middle East region, we use CP to carry our sea containers to the coast for sailing. We also ship forage across Canada to multiple facilities on CP rail lines. We have been working with CP closely for our domestic business for 5 years and find them an agreeable partner for our shipping needs.

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

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

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

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

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

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

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

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

VERIFICATION

I Taylor Schmitt, 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 04/09/2021.



Taylor Schmitt



ATTENTION: Surface Transportation Board

My name is JULIO ALFONSO MORFIN and my business address is 600 W. Chicago Ave. STE 860 | Chicago, IL 60654 | USA. I am Sugar Sourcing Logistics Manager of Barry Callebaut. In my role, I am responsible for the overall sugar logistics to our clients and plants in Mexico and the USA.

Barry Callebaut has been working for periods of time with CP and KCS from routes in the US and exports from Mexico; we had shipped totes in 1 MT of raw sugar through the lines of KCS in Mexico and CP in Chicago to Vermont with a very good relationship over the time. Barry Callebaut supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

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

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

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

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

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

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

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

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

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

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

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

Executed on 30/ 03 / 2021.



Julio Morfin



SHIPPER SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is Casey Carmody and my business address is 1080 Eldridge Parkway, Suite 1150, Houston, TX 77077. I am VP of Business Development of BioUrja Terminals & Land, LLC. In my role, I am responsible for business development and commercial operations at our facility in New Town, North Dakota.

BioUrja is a large volume terminal served by CP that loads unit trains of crude oil and unloads unit trains of frac sand. Trains from our facility have traditionally shipped to the East Coast and Gulf Coast. We have enjoyed a close relationship with CP over the years. BioUrja supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible. For our perspective, the transaction promises to provide improved service offerings. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our new markets more efficiently.

We see this transaction as beneficial, and at this time we do not perceive any commercial downsides or decreased competition for our operations. Rail service is vital to our terminal's survival, and more efficient access to additional markets will likely make our facility more competitive. For example, CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of propane from New Town, ND to Mexico.

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

VERIFICATION

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

Executed on March 30, 2021.

Casey Carmody

BORDER AG & ENERGY COOP
106 MAIN ST
BOTTINEAU, ND 58318
701-228-2294

ATTENTION: Surface Transportation Board

My name is Wayne Johnson, and my business address is 106 Main St Bottineau, ND 58318. I am General Manager of Border Ag & Energy Coop. In my role, I am responsible for managing all grain shipments from our two shuttle facilities, one on the BNSF and the other on the CP at our location in Russell, ND.

Border Ag & Energy Coop has done business with the CP for many years, depending on rail shipments oil and cereal grains originating in north central ND. Wheat and sunflowers from our Russell facility goes to the PNW, Mexico as well as for domestic use. The CP has struggled at times being competitive with the BNSF due to lack of destination markets. This has resulted in grains flowing to the BNSF.

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

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

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipping of 2459 cars from Jan 1, 2020 to Dec 31, 2020.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.
- Will allow CP cars to ship to Mexico to capture markets.

In the past the CP has limited the number of cars shipped to Mexico due to the slow return; this merger will increase the velocity for the railroad.

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

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

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

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

VERIFICATION

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

Executed on March 29, 2021.



Wayne Johnson

SAN PEDRO GARZA GARCÍA, N.L. APRIL 6TH, 2021

My name is Francisco Javier Melo Valdés and my business address is Humberto Junco Voigt 2307 Torre 1 Mezzanine, Col. Valle Oriente SPGG, N.L. C.P. 66269. I am Commercial VicePresident of Bulkmatic de Mexico. In my role, I am responsible for all commercial activities within Bulkmatic's business units.

Bulkmatic de Mexico has been a KCS business partner for over 20 years and operates 9 out of its 16 transloading terminals under KCSM rail service in Mexico. In gross numbers, considering the carloads KCSM hauls in the agriculture, energy and chemicals/petroleum business lines, Bulkmatic de Mexico transloads more than 12% of KCSM's carloads (account 4% for all KCS's carloads). We are indeed a significant partner to KCS along the routes from Nuevo Laredo to Mexico City and a significant logistics service provider to the industries and our customers.

From our perspective, the combined CPKC service will provide options to our customers and invigorate transportation competition in the markets. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help our customers reach existing markets and new markets more efficiently. Bulkmatic de Mexico is transloading commodities that rely on the first and second CP's lines of business after Intermodal . Bulkmatic de Mexico will expect to grow when such carloads shift to the single-line haul CPKC into Mexico.

Trusting this letter will find you well, please contact me for any additional information at my e-mail fmelo@bulkmatic.com.mx

Best Regards.

A handwritten signature in blue ink, consisting of a large, stylized 'F' and 'M' intertwined, with a horizontal line underneath. The signature is written over the printed name and a horizontal line.

Francisco J. Melo

Torre Martel I - Mezzanine
Humberto Junco Voigt 2307 Col. Valle Ote. Garza García, N.L. C.P. 66269
Tel: (81) 8133-7209



April 9, 2021

To Whom It May Concern:

I am writing on behalf of Canadian Tire Corporation (CTC) to express our support of Canadian Pacific Railway's (CP) acquisition of Kansas City Southern (KCS), particularly given the new Canada-US-Mexico Trade Agreement (CUSMA).

CP plays a critical role in CTC's supply chain by transporting goods to distribution centres and retail locations across Canada. The expanded network that this acquisition provides will benefit CTC by creating improved rail access to our vendors in the United States and improved transportation access to sourcing opportunities throughout North America that are, currently, served by truck. This acquisition will create a safe, efficient and fast service that will help us reduce carbon intensity and improve the North American supply chain's environmental footprint.

This acquisition will join two rail systems with no operational overlap. CTC requests the STB approve CP's acquisition of KCS so that these systems can be integrated, and the end-to-end benefits of this deal can be realized quickly.

Regards,

A handwritten signature in blue ink, appearing to read "Gary Fast".

Gary Fast
Vice President, Transportation
Canadian Tire Corporation

CANADIAN TIRE CORPORATION, LIMITED

2180 YONGE ST. P.O. BOX 770, STATION K, TORONTO, ONTARIO, CANADA M4P 2V8
TELEPHONE (416) 480-3000 FAX (416) 544-7715





4 Parkway North, Suite 400
Deerfield, Illinois 60015
Tel: 847.405.2400
www.cfindustries.com

CF INDUSTRIES SHIPPER SUPPORT LETTER OF CP & KCS MERGER

ATTENTION: Surface Transportation Board

My name is Bert Frost and my business address is 4 Parkway North, Suite 400, Deerfield, IL 60015. I am Senior Vice President, Sales, Market Development and Supply Chain for CF Industries. In my role, I am responsible for overseeing the procurement of natural gas, the pricing and marketing strategy of our finished products, and the supply chain network to deliver those products.

CF Industries is a global nitrogen fertilizer manufacturer with nine production facilities and 23 distribution terminals in the United States, Canada, and the United Kingdom. We deliver fertilizer and industrial products to our customers: agricultural retailers/wholesalers and industrial manufacturing businesses. Products we ship include anhydrous ammonia, urea, urea liquor, urea ammonium nitrate, aqua ammonia, diesel exhaust fluid and nitric acid. We have been doing business with both the CP and the KCS for many years now and are currently enjoying high levels of satisfaction from both partners.

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

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

One of our production facilities and seven of our storage terminals are located on the CP railroad while another three terminals utilize the CP in the rail route. Efficient and cost-effective transportation to these facilities by rail is an integral part of CF's business as it brings our products closer to the end user in preparation for agricultural application season. The

production facility located on the CP is in Medicine Hat, Alberta, which ships to our terminals in Manitoba, Saskatchewan, and the Midwest region of the United States. While CF has no assets located on the KCS rail line, the last year has brought more business between the two parties and an increase in shipment opportunities into Mexico on the KCSM. The Mexican business is expected to grow with the merger as the established relationship with CP is expected to generate more options for CF products.

CP has provided us with good service, but its market reach is limited today as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that could expand the markets we serve effectively. We know from experience (both our own and our competitors) that single-line rail service options are usually more competitively priced and have faster transit times than a route utilizing two railroads.

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

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

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

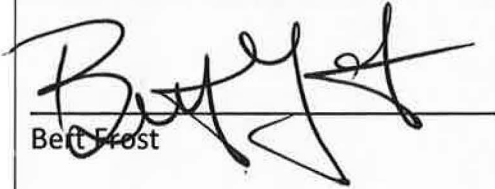
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident they will be able to implement their transaction without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

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

VERIFICATION

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

Executed on April 6, 2021.


Bert Frost



STB Finance Docket No. 36500
CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Kim Ludtke and my business address is 525 8 Ave SW, Calgary, AB T2P 1G1. I am Vice President, Operations & Supply Chain of CFR Chemicals. In my role, I am responsible for all purchasing and operations.

CFR Chemicals is a chemical distributor and transloading facility based in central Alberta. Although CFR is serviced by CN, we can ship via CP because we are within an interzone switch. Currently, when possible we ship using CP out of the southern US. In these circumstances CP has provided excellent service.

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

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

Currently the majority of our products that originate from the US gulf coast arrive in central Alberta via CN due to CP lane restrictions. By only have one rail option that services this corridor, CFR has potential risk associated with service, labor disruptions, and a pricing monopoly. By allowing this merger, CFR would have an alternative option for security of supply and competitive pricing.

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of various chemicals from the US Gulf Coast to Central Alberta.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico, and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will improve our ability to service our customers in a reliable, competitive way.
- By having alternate supply lines into our facility, we could potentially broaden our transloading business, and create more access for our customers.

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

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

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

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

Sincerely,

Kim Ludtke

A handwritten signature in dark ink, appearing to read 'Kim Ludtke', enclosed within a large, loopy oval shape.

CFR Chemicals



April 6, 2021

Attn: Surface Transportation Board (STB) – Finance Docket No. 36500

To Whom It May Concern:

RE: Canadian Pacific Railway (CP) and Kansas City Southern (KCS) Potential Merger

We are writing to provide support for the proposed combination of Canadian Pacific Railway Limited (CP) and Kansas City Southern (KCS).

Dollarama and CP are currently working together to move intermodal traffic across Canada. CP is a strategic business partner of Dollarama and plays a critical role in the Dollarama supply chain, transporting retail and food products for the benefit of Canadian consumers.

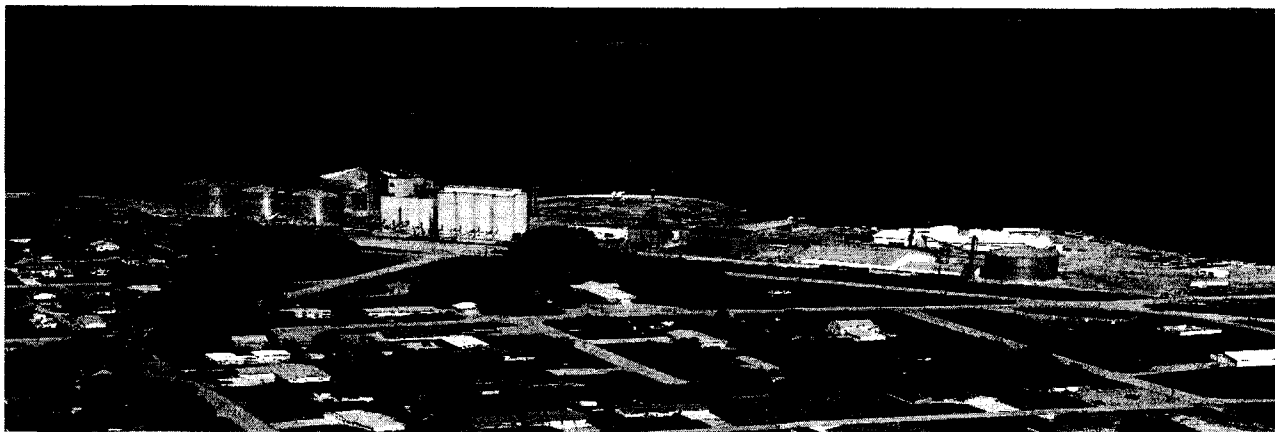
Based on the information available to us, we believe the combination of CP and KCS railroads is bound to create more efficient supply chains across the North American continent and open up new opportunities and new markets for businesses. We are confident that a combined CP and KCS entity will create an even stronger business partner for Dollarama, from both a financial and an operational standpoint, and will continue to provide Dollarama with safe, efficient and fast service that will allow us to move goods across Canada, and to achieve the goal of reducing carbon intensity and improving the North American supply chain's environmental footprint.

From an ESG perspective more specifically, this merger offers large benefits as transportation-related greenhouse gas emissions are directly related to fuel consumption. The combined CP-KC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – will help a significant number of customers reach existing and new markets more efficiently, moving more freight by rail instead of truck and, as a result, lowering greenhouse gas emissions associated with transportation. For illustration purposes, a single unit train keeps more than 300 trucks off public roads and is four times more fuel-efficient than trucking. Also, railroads have made significant operational and technological improvements to improve fuel efficiency, which holds great promise in allowing customers like Dollarama and others lower their carbon footprint and, more generally, in addressing climate change challenges.

Dollarama see favorably the approval by the STB of CP's acquisition of KCS so that these systems can be integrated, and the end-to-end benefits of this deal can be realized for the benefit of all shippers across the USA, Mexico, and Canada.

Sincerely,

Neil Rossy
President and CEO
Dollarama



Farmers Coop Elevator
PO Box 16
Rosholt SD 57260
Phone 605-537-4236
Fax 605-537-4336
Jordan Krump, Grain Merchandiser
Jordan.krump@venturecomm.net

ATTENTION: Surface Transportation Board

My name is Jordan Krump and my business address is 208 Sprout Place Rosholt, SD 57260. I am the grain merchandiser at Farmers Coop Elevator of Rosholt. In my role, I am responsible for the buying and selling of the grain we handle.

Farmers Coop Elevator of Rosholt works closely with CP in shipping a major portion of our corn/beans/wheat by rail. The majority of our products get shipped PNW/St. Louis/Chicago(beyond).

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

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

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of corn/soybeans from Rosholt to St. Louis/Gulf/Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. Having cars that have a more consistent turn time will help us plan our logistics much better.

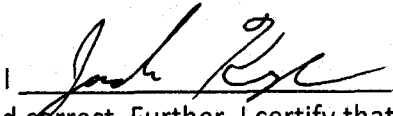
KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will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

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

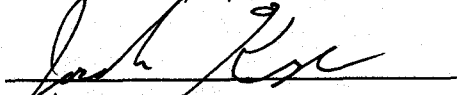
Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

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

VERIFICATION

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

Executed on 3/29/21


Jordan Krump

FERROUS PROCESSING & TRADING Co. CPKC SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is Viktor Velichkov and my business address is 3400 E Lafayette Ave Detroit, MI 48207. I am Rail Logistics Manager of Ferrous Processing & Trading Co. In my role, I am responsible for everything that has to do with the railroads including, track/railcar leases, OT57s, Umler, railcar purchases/sales, railcar repair, and any new business development involving rail.

Ferrous Processing & Trading Co. is a customer of both CP and KCS. We currently do not ship on CP but have service available at Zalev Brothers in Windsor, ON. We currently ship scrap metal via KCSM/KCS from Jumandi in Chicalote, AG Mexico to Steel Dynamics in Columbus, MS. We are very happy with our service, our rates, and our relationship with KCS.

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

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls would help us reach our existing markets and new markets more efficiently. With the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Ferrous Processing & Trading Co. has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial.

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

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

- **CPKCs new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of scrap metal from Chicalote, AG in Mexico to metals markets in the Midwest where previously business was cost prohibitive due to high freight rates and transit times.**
- **We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico, and Canada**

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

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

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

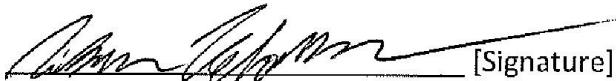
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction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

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

VERIFICATION

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

Executed on 3/30/2021.

 [Signature]

Viktor Velichkov



Britton Administrative office

520 Vander Horck Ave
Britton, SD 57430

Phone: 1-800-927-2131

Our locations are:

C-Store:

Britton . . .605-448-2214

Energy Division:

Britton . . . 605-448-5599

Grain Division:

Amherst . . 605-448-5914

Claremont .605-294-5261

Forman . . .701-724-6213

Gwinner . . 701-678-2468

Agronomy Division:

Britton . . . 605-448-2285

Doland . . . 605-635-6111

Forman . . .701-724-4113

Groton . . . 605-397-2671

Gwinner . . 701-678-2318

Hecla . . . 605-994-2231

Pierpont . . 605-325-3260

Wilmot . . . 605-938-4113

www.fullcircleag.com

ATTENTION: Surface Transportation Board

My name is Jeff Thaler. I am the CEO of Full Circle Ag located in Britton, SD. Full Circle is a cooperative located based out of Britton, SD and has nine locations that supports our members owners with grain, agronomy, energy, and feed operations.

Full Circle Ag currently works with the CP railroad out of our grain terminal in Forman, ND. We utilize their rail services to ship corn and soybeans to a variety of locations including Kalama, Washington; St Louis, Missouri; and Chicago, Illinois. The Kalama Export Co. based in Washington is currently one of our few options to access overseas markets. Full Circle Ag supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets would help us reach our existing markets and new markets more efficiently. Full Circle Ag feels that this merger will support our members at a higher level to allow for access to more markets and allow the CP to compete at a higher level with the BNSF to serve its customers.

Limited rail access to additional markets has limited the success of our grain division. This increased access to markets will allow our business to not be disadvantaged in grain margins due to other rail lines having access to these additional markets. Single rail line access allows a least cost model which will position us to be more competitive to access grain bushels from our member owners and provide a local market that increases competitive bids for our local producers.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient, and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets

across the United States, Mexico, and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

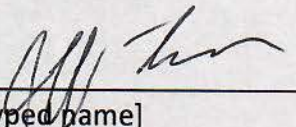
At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options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

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

VERIFICATION

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

Executed on April 5, 2021

 [Signature]
[Insert typed name]



April 9, 2021

Dear Surface Transportation Board:

My name is Ross Edwards and my business address is 1331 Capitol Avenue, Omaha, NE 68102. I am Vice President, Transportation of Gavilon. In my role, I am responsible for rail transportation and logistics of Gavilon.

Gavilon is commodity management firm that ships and receives grain, fertilizer, and feed ingredients in Canada, the US, and Mexico on every class 1 in the US including the CP and KCS.

Gavilon supports approval of the CP/KCS combination. We believe the transaction would provide benefits for our company and the agriculture industry. We believe the transaction would provide improved transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently.

Gavilon ships grain, fertilizer, and feed ingredients on the CP. We operate CP-served facilities in ND and MN. We support the transaction as we believe it will allow a combined CPKC to provide new, more efficient and more reliable rail service options to Gavilon. This should strengthen competition against the other, larger rail carriers and alternative shipping methods that serve our markets. For example, CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of distiller's grain from MN to Mexico.

CP-KCS joint routes are among our current transportation options, but as separate companies they have not been able to offer seamless, single-line service. This transaction should improve our transportation options.

For these reasons, Gavilon supports the combination of CP and KCS. Should you have any questions, feel free to contact me at ross.edwards@gavilon.com.

Sincerely,

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

Ross Edwards
Vice President, Transportation



SHIPPER SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is Dana Wakefield and my business address is 9676 – 45th Ave NW Edmonton, AB T6E 5Z8. I am President of GNT – Great Northern Trans-Port Inc. In my role, I am responsible for Intermodal Marketing Company.

Great Northern Trans-Port Inc. has worked with CP for over 30 years moving goods to and from Canada / USA via Chicago. We move a lot of Recycled Materials, Building Materials as well as other forms of Dry goods. As such, we have built a strong, mutual relationship.

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

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

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

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

- Simplified Tracking.
- Quick solutions as to possible transportation and costs.

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

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

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

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

VERIFICATION

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

Executed on 3/24/21.



Dana V. Wakefield

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

ATTENTION: Surface Transportation Board

My name is Dan Holman and my business address is 503 Grand Avenue, Luseland, Saskatchewan. I am General Manager of Holman Farming Group. In my role, I am responsible for general operations of our integrated grain farm and rail shipping/receiving operation.

Holman Farming Group (subsidiary of Holman Farming Company Inc.) is a single point receiver/shipper who receives bulk railcars of fertilizer and ships bulk railcars of grains, oilseeds, and pulse crops. We have a relatively new relationship with CPR and have been very happy with the level of service we have received so far from the company. Currently, we receive and unload rail cars of fertilizer that originate in the USA and in the future we plan on shipping railcars of grains, oilseeds, or pulses that will go to either a Canadian or US destination depending on the commodity and time of year.

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

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

From a Canadian grain farmer and small shipper's point of view this merger opens up new transportation corridors for our business and will support a change in shipping/receiving patterns. Currently most grain exports from Canada flow east or west out of the country. With this integration it will be easier to create a better Southern flow of grain exports. Railing grain to a increased amount of destinations will give us shippers increased flexibility in finding markets for our products. We are looking forward to being able to reach new customers in North America with an integrated freight charge and no inter-switching fees.

From a fertilizer receiving company's point of view we also support this merger. Canada is a net importer of Urea, UAN, and Phosphorus fertilizers. These fertilizers are mostly imported into North America from the port of New Orleans (NOLA). It is our belief that having an integrated option to bring railcars of fertilizer into Canada that arrive in North America from NOLA will allow better arbitrage of world prices to the Canadian market. This will increase the total flow of tonnes through the rail network – as lower fertilizer costs typically result in higher usage on farms.

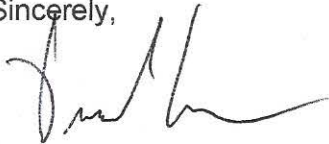
KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will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

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

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

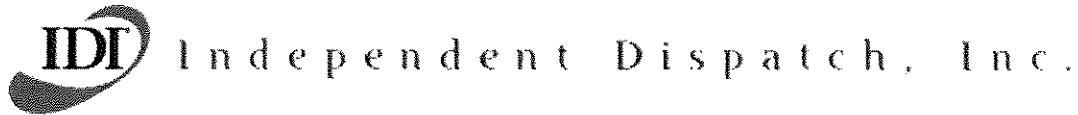
For these reasons, Holman Farming Group is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Holman Farming Group urges the STB to approve CP's acquisition of KCS as swiftly as possible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

Sincerely,

A handwritten signature in black ink, appearing to read 'Dan Holman', with a stylized, flowing script.

Dan Holman

Holman Farming Group



INTERMODAL MARKETING SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is Erica Hill, our business address is 214 NE Middlefield Rd, Portland, OR 97211. I am Director of Intermodal Services for Independent Dispatch, Inc. In my role, I am responsible for the intermodal department that handles railroad stacktrain container shipments.

Independent Dispatch, Inc. is an Intermodal Marketing Company that uses both the CPRR & KCS/KCSM railroads. Both are an integral part of our transportation solutions. We currently use CP for cross-border US to/from Canada and we use the KCS for both intra-US and cross-border shipments to/from Mexico on a regular basis.

Independent Dispatch, Inc. supports approval of the CP/KCS combination. The transaction could provide significant benefits for in-bond shipments between Canada and Mexico, in particular. We anticipate the merger will create a greater supply of containers in Mexico for us to use for shipments Silao, GJ to Dublin, VA for Ethan Allen Furniture. We also hope the CP will decide to make the KCSM TMXU container fleet into the EMP container fleet, which would create a more reloadable option.

Independent Dispatch Inc. feels a single-line rail service would provide a more seamless means of rail transport for our customers. As the CP and KCS networks do not currently overlap at all, we do not foresee any adverse effects on competition. Both CP & KCS rails have excellent safety records and good operational effectiveness (with CP being the most reliable of the two). IDI does not have the reservations we often have with other proposed Class I consolidations.

For these reasons, Independent Dispatch, Inc. supports the combination of CP and KCS. It will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. IDI urges the STB to approve CP's acquisition of KCS for the benefit of intermodal transportation companies and the shippers we serve.

VERIFICATION

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

Executed on April 5, 2021.



Erica L. Hill
Director – Intermodal Services
Independent Disptach, Inc.
214 NE Middlefield Rd
Portland, OR 97211
503-535-6420 direct



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

April 6th 2021

Santiago de Querétaro, Qro Mexico

My name is Arturo Lugo C. our current address is Acceso IV No. 202. Parque Industrial Zona Benito Juárez C.P. 76120. Santiago de Querétaro, Qro. I am the Logistics Planning & Shipping Manager for Indorama Ventures Polymers México, S. de R.L. de C.V.

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.

Indorama Ventures Polymers México, S. de R.L. de C.V supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

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

We ship 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-Querétaro and Joliet, IL - Querétaro

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

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

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

Indorama Ventures Polymers México, S. de R.L. de C.V.

(A wholly-owned subsidiary of Indorama Ventures Pcl)



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

single-line service we have come to expect from our transportation providers. This Transaction will improve our transportation options.

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

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

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

VERIFICATION

I Arturo Lugo C. , declare under the laws of the United States, that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on April 6th 2021



Arturo Lugo Colín

Indorama Ventures Polymers México, S. de R.L. de C.V



My name is Alethia Avendaño and my business address is Internacional Regiomontana de Acero SA de CV. I am Administrator of Internacional Regiomontana de Acero SA de CV. In my role, I am responsible for investments and payments to suppliers for our rail business and our PIRSA industrial park.

Internacional Regiomontana de Acero SA de CV has been working with KCSM since 2012 when we opened our rail business thanks to KCSM as they approach us and incentive us to enter in this rail business as we already had some around 600 meter of spurs in Apodaca area, now we have 5 kilometers spurs in this area. Our principal clients are gas LPG companies and scrap companies. We receive around 300 cars of gas LPG from Canada and USA per month and we ship around 90 gondolas of scrap to USA, among other products and services.

Internacional Regiomontana de Acero SA de CV supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

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

We use the rail that comes from Canada, the Calgary area to be specific, for the gas LPG clients and we think that with this transaction the connectivity between CP and KCSM will be more efficient, clear, and beneficial for our business in travel time and pricing.

Handwritten signature



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

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

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

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

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

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

pb



INTERNACIONAL
REGION MONTANA
DE ACERO, S.A. DE C.V.

VERIFICATION

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

Executed on March 31st, 2021.

Alethia Avendaño



Surface Transportation Board
395 E Street SW
Washington, DC 20423

April 6, 2021

To: Surface Transportation Board

Irving Oil is an international refining and marketing company located in Saint John, New Brunswick, Canada. Our North American operations include Canada's largest refinery, along with more than 900 fueling locations and a network of distribution terminals spanning Eastern Canada and New England. We are pleased to offer our support in favour of the Canadian Pacific acquisition of Kansas City Southern.

Our company has a cooperative business relationship with Canadian Pacific, as Canadian Pacific is a Class 1 railway providing rail transportation services to customers in the Saint John region, including Irving Oil.

A combined Canadian Pacific-Kansas City Southern Railway would provide customers with an option for a single-line service over a broader geographic scope. This expanded reach will allow for more transportation options for customers, thereby increasing competitive options and market possibilities.

The Canadian Pacific acquisition of Kansas City Southern will provide Irving Oil with additional service options and the opportunity to reach new markets.

For these reasons, Irving Oil supports the approval of the Canadian Pacific Kansas City Southern combination and we encourage the Surface Transportation Board to approve this acquisition so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Sincerely,

A handwritten signature in blue ink that reads "Kevin Scott".

Kevin Scott
Chief Refining and Supply Officer

IRVING OIL

10 King Square South • Saint John, NB E2L 0G3 • irvingoil.com



March 31, 2021

Subject: CP / KCS Merger

1140 W. Bryn Mawr Avenue
Itasca, Illinois 60143-1509
tel 630 438 5300
fax 630 438 5315
www.hi-cone.com

Attention: Surface Transportation Board

My name is Ed Kaminski and I am the Global Supply Chain Manager for the ITW Hi-Cone located in: US, Mexico, Europe, and China.

I manage the responsibility of the logistical network for railcars traveling between Texas to Illinois and Texas to Mexico City.

From our perspective: I am in support of the rail merger between CP and KCS, in hopes of: reduced rail congestion, reduced transit times, better service options, more competitive pricing, and overall increased effectiveness. The current system could use a boost from the proposed merger.

Cordially,

Ed Kaminski

ITW Hi-Cone
1140 W. Bryn Mawr Ave.
Itasca, IL 60143
Global Supply Chain Manager
T: 630-438-5421
E: edkaminski@hi-cone.com

JEI, INC.

1876 CUSTER ROBERTS HOLLOW LN.

CUSTER KY. 40115

(270) 536-3521

March 28th 2021

RE: Shipper Support Letter

ATTENTION: Surface Transportation Board

My name is Gerardo M. Jaime and my Headquarter business address is 1876 Custer Roberts Hollow Ln. Custer Kentucky 40115. I am General Manager of JEI, Inc. In my role, I am responsible for finding and operating Rail to truck and truck to rail facilities to ship and receive commodities for our customers via rail throughout the United States.

JEI, Inc. Ships bales of scrap paper into Mexico via KCS. I am very satisfied and happy with the level of service we receive. I am especially happy with the amount of attention and assistance I have received over the years from KCS's management and personnel. Any time we have a question or concern the KCS is always prompt to answer and help with anything we may need. I have worked with many rail roads and I can say I am most happy with KCS all and all.

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

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

We ship bales of scrap paper from our KCS served facility in Ft. Smith Arkansas to our customer in Mexico. We also receive lumber from Canada to our facility in Indiana. We also Ship scrap paper bales from Chicago to Mexico.

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

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

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of Scrap Paper from Fort Smith Arkansas to Mexico.. Our Chicago loads to Mexico stopped a few years back because of all the interchanges needed to arrive to Mexico, hopefully now with this merger we can start the loads again.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. We will have more equipment during busy seasons.
- Currently our customers ship some via truck into Mexico, now with this merger the rates should be a little better where our customer will choose rail over trucking.

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

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

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

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

VERIFICATION

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

Executed on 3/28/21 [date].

Gerardo M. Jaime [Signature]

[Insert typed name]

STB Finance Docket No. 36500 CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Steve Roth and my business address is 1010 Southview Circle, Center Tx, 75935. I am Executive Vice-President of Jim Donnan Companies. In my role, I am responsible for the design and construction of rail terminals throughout the Texas Gulf Region. I have overseen the construction of many rail terminals, most recently USA Rail Terminals in Baton Rouge and USA Rail Terminals Port Arthur. Our company recently sold these two facilities to the Alpenglow Rail Group.

In the past I have developed projects on the CP most notably to the East of Minot, ND in order to bring in Frac Sand. With that said my main focus now is working with the KCS to develop 230 acres of KCS served land in Corpus Christi. We are also working on a large refined fuel export terminal and a Canadian crude receiving terminal with a large Midstream company in Corpus Christi located within the Port of Corpus Christi.

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

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

We believe that the CP/KCS consolidation will benefit our company in Corpus Christi. We currently own the most prime industrial 230 acres on the KCS with an existing KCS lead in place. We believe that this site will be incredibly valuable for the shipment of Canadian Crude by Unit Train to the local refineries. We are currently working with the same large Midstream company to engineer and design pipeline connectivity to their over 2mm Bbls of storage.

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

Jim Donnan Companies

*1010 Southview Circle
Center Texas 75935*

We know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior from a freight pricing standpoint and a logistics standpoint.

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of Canadian Crude to Corpus Christi and cheaper refined products from Corpus Christi to Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency with the potential for Unit Train service from the Northern States to the Texas Gulf Region.
- KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

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

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

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

Jim Donnan Companies

*1010 Southview Circle
Center Texas 75935*

VERIFICATION

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

Executed on 3/24/2021

A handwritten signature in blue ink, appearing to read "Steve Roth", with a stylized flourish at the end.



KAYCAN LTD.
3075 Trans-Canada HWY
Pointe-Claire, Québec H9R 1B4
Tel. 514-694-5855 Fax: 514-694-4423
www.kaycan.com

STB Finance Docket No. 36500 CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Lionel Dubrofsky and my business address is 3075 Trans Canada Highway, Pointe Claire, Quebec. I am the President of Kaycan Ltd.. In my role, I am responsible for the overall operations of the company.

Kaycan is a manufacturer of exterior building products used on homes. We ship with CP across North America and have enjoyed a business relationship with them for over 4 decades

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

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

We use CP bulk, rail cars and intermodal facilities throughout North America to service our customers.

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

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

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency by getting it to our customers in a more timely manner



KAYCAN LTD.
3075 Trans-Canada HWY
Pointe-Claire, Québec H9R 1B4
Tel. 514-694-5855 Fax: 514-694-4423
www.kaycan.com

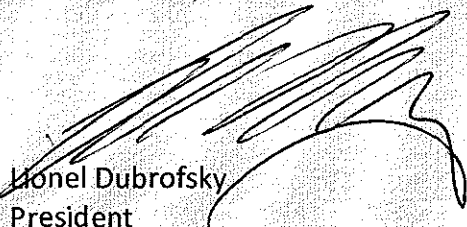
KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will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

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

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

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

Executed on April 8, 2021.



Lionel Dubrofsky
President
Kaycan Ltd.



105 rue des Industries
Cowansville, Qc
J2K 3Y4

STB Finance Docket No. 36500 CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Lionel Dubrofsky and my business address is 105 Blvd des Industries, Cowansville, Quebec. I am the President of Kaytec Inc. In my role, I am responsible for the overall operations of the company.

Kaytec Inc. is a manufacturer of exterior building products used on homes. We ship with CP across North America and have enjoyed a business relationship with them for over 4 decades

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

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

We use CP bulk, rail cars and intermodal facilities throughout North America to service our customers.

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

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

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency by getting it to our customers in a more timely manner

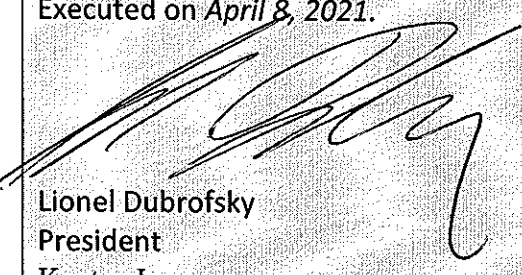
KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will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

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

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

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

Executed on April 8, 2021.



Lionel Dubrofsky
President
Kaytec Inc.



MATT CONARD
KENT CORPORATION DIRECTOR OF LOGISTICS
2905 N HWY 61
MUSCATINE, IA 52761

APRIL 1, 2021

To Whom It May Concern:

My name is Matt Conard and I have responsibility for all Transportation and Warehousing activities at Kent Corporation. Kent Corporation is shipper utilizing both CP and KCS services in order to transfer goods to and from our facilities from our suppliers and to our customers.

Kent Corporation supports approval of the CP/KCS combination which should provide benefits early on.

From our perspective, the transaction should provide improved service. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – should help us reach our existing markets and new markets more efficiently. Combining the two railroads' strong focus on safety and operational excellence, CPKC should be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

Kent Corporation views this transaction as uniquely beneficial, with few of the downsides of previous concern regarding Class I consolidation.

- We are a CP-served facility at our Muscatine, Iowa plant and rely on them for all of our inbound and outbound rail shipments.
- CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively).

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



Kent Corporation
2905 U.S. Highway 61 North, Muscatine, IA 52761
(563) 264-4211
www.kentww.com

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings should improve transit times and reliability, which will reduce our equipment costs and improve our efficiency by eliminating Rule 11 billing, reduced switching time between multiple carriers, and better asset utilization.

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

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

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

For these reasons, Kent Corporation is offering support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes.

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

Sincerely,



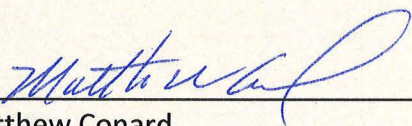
Matt Conard

Director of Logistics

VERIFICATION

I Matthew Conard, 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 4/1/2021.



Matthew Conard [Signature]



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

ATTENTION: Surface Transportation Board

My name is Lionel Dubrofsky and my business address is 2700 Highpoint Drive, Milton, ON. I am the President of KP Building Products Ltd... In my role, I am responsible for the overall operations of the company.

KP Building Products Ltd is a manufacturer of vinyl siding and accessories used on homes. We ship with CP across North America and have enjoyed a business relationship with them for over 3 decades

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

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

We use CP bulk, rail cars and intermodal facilities throughout North America to service our customers.

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

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

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



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

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency by getting it to our customers in a more timely manner

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

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

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

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

Executed on April 8, 2021.

Lionel Dubrofsky
President
KP Building Products Ltd

Kruger Inc.

3285 chemin Bedford
Montréal QC H3S 1G5
Tel.: 514 343-3100

ATTENTION: Surface Transportation Board

My name is Benoit Couturier and I am the General Manager and Head of the Center of Excellence for transportation and logistics services at Kruger. In my role, I am responsible for the delivery of our containerboards and publication paper products to our customers worldwide.

Kruger has been in a business relationship with the Canadian Pacific for decades. The rail services that they provide us is crucial to the success of our company, as it allows our product to be delivered to our customers in a timely manner, in a cost effective way and in a safe environment. The intent of this letter is to state our supports to the approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized.

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

In 2020, we ship over 200,000 MT of paper products via rail across the Canadian and United States border. We see growing business opportunities in Mexico and in the state of Texas that would benefit from this merger.

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

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

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

Yours truly,



Benoit Couturier
General Manager and Head of Center of Excellence, transportation and logistics
Kruger Services Inc., 3285 chemin Bedford, Montréal, QC, H3S 1G5



STB Finance Docket No. 36500
CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is France Michaud and my business address is 121, rang 1, St Modeste, Qc G0L 3W0. I am Transport supervisor of Les Tourbières Berger Ltd. In my role, I am responsible for planning freight transportation.

Les Tourbières Berger LTd, we ship peat moss from our CP-served facilities in British Colombia, Alberta to our customers. We are seeking for more capacity from Canada to USA and Mexico

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

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

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

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

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

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

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

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

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

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

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

Executed on _____ 03/31/2021 _____.

_France Michaud_____ *France Michaud*

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

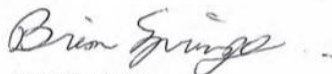
To Canadian Pacific Railways:

I am writing to provide my written support for the combination of Canadian Pacific Railway (CP) and Kansas City Southern (KCS) because I understand this combination of railroads will benefit Loblaw by creating a more efficient supply chains across the North American continent and open up new opportunities and new markets for business. Loblaw and CP work together today to move intermodal traffic across Canada and between the United States. CP plays a critical role in the Loblaws supply chain, transporting dry and perishable product and enabling Loblaws to keep store shelves stocked and Canadians fed. The relationship is strategic and both companies collaborate to create better and more environmentally sustainable supply chains.

From our perspective, a transaction that potentially provides improved service options, competition for shippers across North America, and new opportunities for Loblaws to route cargo over US Gulf ports and source consumer goods and produce from the USA and Mexico, is positive.

Loblaw therefore would support a transaction that achieves these results.

Sincerely,


Brian Springer



STB Finance Docket No. 36500
CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Daniel Desmeules and my business address is 2900 Francis Hughes, Laval, QC. I am the Logistics Manager of Mapei Inc. In my role, I am responsible for all Canadian Transportation Activities and Inventory Management for the 6 Mapei sites in Canada.

Mapei Inc. is working with CP Rail for moving all their Intermodal shipments across Canada and coming/going to USA too. Adding KCS will help Mapei moving more business via Intermodal and hopefully secure some lanes of replenishment of raw materials.

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

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

Mapei is shipping weekly from the Texas and Oklahoma area and adding the KCS service with CP will help us securing at a better cost our shipments of finish goods and raw material for our Canadian's production sites.

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

And we know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior.] We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of building materials
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency, by moving our material via intermodal instead of over the road. That will be an important cost improvement for Mapei

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

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

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

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

Executed on April 1st 2021.


Daniel Desmeules

ATTENTION: Surface Transportation Board

My name is Emery Robidoux and my business address is 19 Mills Drive, Goodwood, Nova Scotia, B3T 1P3. I am the rail manager of M&J Total Transport & Rigging Inc. (TTR). In my role, I am responsible for developing and managing rail logistics solutions for over-sized dimensional cargo.

TTR has developed a relationship with CP for the transportation of dimensional cargo, and has been satisfied with CP's service and customer support.

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

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

TTR depends on rail transportation to handle many large pieces of dimensional project cargo, such as transformers, generators and wind turbine components. Rail offers a feasible alternative to over the road, and in some cases, rail is the only option.

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

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

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

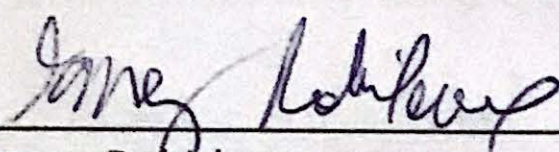
For these reasons, TTR is voicing support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. TTR urges the

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

VERIFICATION

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

Executed on April 1, 2021.


Emery Robidoux

ATTENTION: Surface Transportation Board

My name is CARLOS DE LAGARZA GOSSLER and my business address is RIO MISSOURI 520, COLONIA DEL VALLE, SAN PEDRO GARZA GARCIA NUEVO LEON, MEXICO, CP 66220. I am GENERAL MANAGER of MERCADO DE ARENAS SILICAS SA DE CV. In my role, I am responsible for SALES, LOGISTICS AND OPERATION.

MERCADO DE ARENAS SILICAS SA DE CV currently ships around 1,500 railcars a year from Utey, Wi and/ or Taylor Wi silica sand to our rail spur in Monterrey, Mx.-

MERCADO DE ARENAS SILICAS SA DE CV supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible like for example different routings, more competitive pricing, lower fuel surcharges for the Mexican portion, etc.-

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

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

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

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of 1,500 railcars from 2021 to 2022.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

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

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

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

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

VERIFICATION

I CARLOS DE LA GARZA GOSSLER, declare under penalty of perjury under the laws of the the United States that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on APRIL 7, 2021.



CARLOS DE LA GARZA GOSSLER



MILLAR WESTERN FOREST PRODUCTS LTD.

Tel: 780.486.8200

Fax: 780.486.8282

March 31, 2021

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

Dear Ms. Brown:

Re: CP/KCS combination (STB Finance Docket No. 36500)

On behalf of Millar Western Forest Products Ltd., I am writing in support of the CP/KCS combination (STB Finance Docket No. 36500).

Millar Western Forest Products Ltd. is an Alberta-based forest products company that has been in business for more than a century. We apply that experience in the responsible and sustainable development of renewable resources, while holding to our core values of safety, integrity, honesty, trust and respect.

Our company is headquartered in Edmonton and produces wood pulp, lumber and specialty wood products at manufacturing facilities in Whitecourt, Fox Creek and Acheson, Alberta. We employ more than 700 people full-time, and hundreds more on a contract basis, in forest management and mill operations.

Millar Western markets its output globally and uses numerous modes of transport to move our products to our customer base. These include highway carriers, intermodal, railways, break bulk vessels, container vessels, warehouses, reloads and terminals/ports.

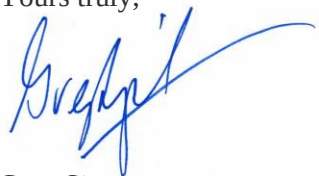
We currently move product via both Canadian Pacific and the Kansas City Southern. CP is used on shipments within Canada and from Canada to the U.S. KCS participates on movements of our goods to numerous U.S. markets and to many of our Mexican customers.

Millar Western strongly endorses the CP/KCS combination. We believe the combination of CP and KCS will strengthen the overall rail network and enhance North American trade opportunities, benefiting the people of the United States, Canada and Mexico.

.../2

We welcome your questions and thank you for your consideration.

Yours truly,

A handwritten signature in blue ink, appearing to read "Greg Simpson", with a long, sweeping horizontal stroke extending to the right.

Greg Simpson
Director of Logistics & Administration

ph 780-486-8281
cell 780-717-6950
fax 780-486-8283



March 29, 2021

ATTENTION: Surface Transportation Board

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

Dear Surface Transportation Board Members,

I am writing you today to express our support regarding Canadian Pacific Railway (CP) proposal for a CP-Kansas City Southern (KCS) combination.

Montreal Gateway Terminals Partnership (MGT) is the leading container terminal operator at the Port of Montreal, the international port closest to America's industrial heartland. Strategically positioned 1,600 kilometers inland on the St. Lawrence River, MGT is the shortest route connecting the US Northeast and Midwest market of 100 million consumers to Northern Europe and the Mediterranean. MGT has a diversified customer base and has been handling container volume for global shipping companies since 1971.

MGT believes a CP-KCS combination will create a transcontinental railroad with the scale and reach to deliver improved levels of service to us and enable us to better serve our own customers and communities, while improving safety and enhancing competition.

CP's proposal is timely and introduces a number of positive, future-focused ideas to improve North America's transportation network. We believe the proposal is in the public interest as it would improve overall service while meaningfully enhancing competition amongst the Class 1s and with other transportation modes. Specifically, we believe the following points in CP's proposal are key:

- with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets, would help us reach our existing markets and new markets more efficiently
- increasing capacity for all shippers without creating the need for more infrastructure
- creating efficient, reliable single-line service thereby reducing shipper equipment costs and inventory carry requirements



For the above reasons, MGT supports the proposed CP-KCS combination. Should the combination be presented to the Surface Transportation Board for consideration, we urge you to judge the proposal on its merits and we look forward to a positive outcome.

Sincerely,

Michael Fratianni
Chief Executive Officer and President
Montreal Gateway Terminals Partnership

cc: Keith Creel
President and Chief Operating Officer
Canadian Pacific



Canadian Pacific's acquisition of Kansas City Southern

March 29, 2021

Attention: Surface Transportation Board

To whom it may concern:

The Mosaic Company (NYSE: MOS) is compelled by a critical social mission — to help the world grow the food it needs. Fertilizer accounts for half of all crop yields, so as the world's leading integrated producer of concentrated phosphate and potash, we believe enabling farmers around the globe to optimize the food they grow on every acre of farmland will be integral to feeding a growing population.

One of the channels Mosaic uses to move our crop nutrition products from our mines into the North American market is through Canadian Pacific (CP). CP provides an important service to Mosaic, and we are satisfied with the quality of their service. We do expect to see improved access to part of the farm belt by this acquisition.

We do not expect negative impacts to competition upon CP's acquisition of Kansas City Southern, and we do not oppose this acquisition.

Regards,

A handwritten signature in black ink, appearing to read "Karen A. Swager", written in a cursive, flowing style.

Karen A. Swager
Senior Vice President, Supply Chain

STB Finance Docket No. 36500
CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is **Alberto Rivera** and my business address is **Anillo Vial II Poniente #10800 Col. Santa Maria, Querétaro. QRO. CP 76137**. I am **founder & CEO** of **Networks Group**. In my role, I am responsible for **developing, leading and coordinating the functions of strategic planning, critical decision making and general supervision of the activities carried out by the company**.

Networks Group is a company that has had a relationship with KCS for 20 years through our customers and directly with a high satisfaction in the loading & unloading services of railcars with foreign trade goods from and to abroad.

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

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

We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option. This will strengthen competition against the other, larger rail carriers and trucks in the North America market.

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

VERIFICATION

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

Executed on March 30th, 2021.

A handwritten signature in black ink, appearing to read "Alberto Rivera", is written over a circular stamp that contains a stylized globe or network icon.

Alberto Rivera



SHIPPER SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is Jason Schwenneker and my business address is 203 E. Spring St, Stacyville, IA 50476. I am CEO/GM of Northern Country Cooperative. In my role, I am responsible for NCC success and future viability as a cooperative.

Northern Country Cooperative is currently shipping 25 car grain trains on the CP rail way. With this we have been investigating an expansion of a facility for several years on the CP but the economics and market access have not been conducive, but with the unification we are hopeful this provides us with the opportunities to pursue adding to our footprint with a shuttle loader.

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

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

Today we have access to CP, CN, and the UP rail lines from our network of facilities. We are a full service cooperative that is transporting ag products in and out. There are tremendous benefits of having rail today and not being reliant on truck for everything, however, using our current markets and lanes often times truck is a more economical choice for transportation. Becoming less reliant on truck and utilizing destinations with the CP-KCS and other rail lines is an ideal situation. Also, we would like to move more products on rail to cut down on our carbon footprint. Currently we do not have access to the KCS but with the two companies coming together it would allow us to gain access to many more markets for our agricultural products. To support our future growth, we need additional market access.

We ship grain from our CP-served facilities in Iowa and Minnesota to our customers with elevators/terminals in the South Central and Gulf region. CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we could ship to or have access to like the Gulf of Mexico and Mexico specifically.

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

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of agricultural products from Minnesota and Iowa to the Gulf and Mexico.
- We are particularly excited about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. This will be done by using more rail to move goods vs truck. Labor in the future is going to be challenging enough and by moving more product by rail vs truck also reduces our carbon footprint.

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

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

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

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

VERIFICATION

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

Executed on March 29, 2021.

A handwritten signature in black ink, appearing to read 'Jason Schwenneker', is written over a light gray rectangular background.

Jason Schwenneker

N**ORTHERN**
COUNTRY COOP



Northland Products Company
1000 Rainbow Drive
Waterloo, IA 50701

April 7, 2021

To whom it may concern,

Northland Products Company is a global producer and supplier of automotive, industrial and railroad lubricating oils and associated lubricants, with production facilities based in Waterloo, IA and Temple, TX. The products produced by Northland are utilized by automotive and agricultural OEM's, Class One railroads (including the Canadian Pacific Railroad, CSX Rail and Canadian National Railroad) and other regional manufacturing and industrial customers throughout the US, Canada and Mexico.

As the senior executive officer at Northland Products Company, I am actively engaged in the challenges and benefits associated with the supply chain efficiencies and continuity that rail transportation provides. Lubricant producers like Northland are highly dependent on an efficient and reliable cross-border railroad network. Due to the daily volume of inbound and outbound material shipped by Northland, rail transportation is the only viable method of moving both raw materials and finished goods to our global customer base. The synergies created by the CP – KCS merger will not only enhance current supply chain transportation efficiency but will encourage much-needed growth and railroad infrastructure investment. These ongoing investments in capacity, safety, system integration and efficiency enhancements are imperative to sustain the broad-based growth and competitiveness of North American manufacturers and producers.

As the USMCA and former NAFTA trade agreements have demonstrated, manufacturers and end-use customers across the US, Canada and Mexico benefit greatly from the efficient integration of the raw material, manufacturing and product transportation networks which join our countries. As cross-border freight processing and interstate truck traffic continues to pose significant challenges for producers and customers alike, the first obvious solution is to further utilize and enhance the existing rail infrastructure within the borders of the USMCA. The CP-KCS merger is a critical step to optimizing this infrastructure and deploying the capital and investment resources of the North American railroad industry.

On behalf of Northland Products Company and other midwestern-based manufacturers and producers, please accept this letter as an enthusiastic and unqualified affirmation of the economic, environmental and overall public safety benefits associated with the CP-KCS merger.

Thank you for your consideration of Northland's input on this matter and I look forward to the prompt and unqualified approval of this merger.

Respectfully yours,

Eric P. Petersen
Northland Products Company
President, COO
Waterloo, IA / Temple, TX / Toronto, Ontario CA.



26550 Acheson Road, Acheson, Alberta T7X 6B2

(780) 448-1080

FAX (780) 485-2529 (EDMONTON & CALGARY)

TOLL FREE 1-800-661-2700

7u

STB Finance Docket No. 36500

CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Joe Tompalski and my business address is in Acheson, AB. I am President of Overland Container Transportation Services (2013) Ltd. In my role, I am responsible for all activities associated with the running and management of OCTS.

OCTS is closely aligned with and dependent upon CP as a service provider. Our Company manages the first and last miles for containerized freight. OCTS routinely attends to CP facilities in Alberta where we collect loaded imports for delivery, and deliver loaded containers for export.

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

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

OCTS acts on behalf of the beneficial owners of freight of all kinds and ships or receives this freight from CP's facilities in Calgary & Edmonton. These customers are sometimes located in the South Central and Gulf region.

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

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

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce equipment costs and improve our efficiency. Faster turnaround times facilitated by this merger will enable faster, more efficient movement of freight across North America, benefitting the end users as well as service providers.

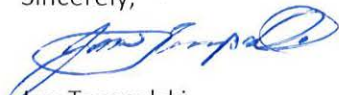
KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will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

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

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

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

Sincerely,



Joe Tompalski





RAHR MALTING CO.

STB Finance Docket No. 36500 CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Robert Sutton and my business address is 800 1st Ave West, Shakopee, MN . I am VP Sales & Logistics of Rahr Malting Company. In my role, I am responsible for Sales and Logistics for our malt manufacturing plans in Canada and the USA.

Rahr Malting Company is a bulk rail shipper using CP Rail from our facilities in Canada and the USA to customers across Canada and the USA with great satisfaction in CP's service.

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

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

Rahr Malting Company ships bulk railcars from our Shakopee, MN facility via CP Rail to Chicago for interchange with other railways to service our customers in the eastern United States. We also ship from our Alix, AB Canada facility to the Montana and Idaho borders for interchange with another railway for delivery to our customers in the Western United States.

While we do not have any customers being serviced by the KCS Railway today, we are excited about the prospect of being able to use the CPKC for new single-line haul offerings into growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

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



RAHR MALTING CO.

to offer the kind of seamless, single-line service we have with our other transportation providers. This transaction will improve our transportation options.

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

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

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

Executed on 9 April 2021.

Robert Sutton



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

ATTENTION: Surface Transportation Board

My name is Jesse Regier and my business address is 6707 39th Street, Leduc, AB I am Director of Operations at Rocanda Enterprises and Rocanda USA. In my role, I am responsible for logistics, inbound and outbound shipping, product forecasting, sourcing, and supply chain.

Rocanda relies heavily on CP as means of transporting key materials from the USA into Canada. As our company expands, we hope to add USA-USA routes, Canada to USA routes, and Mexico to USA/Canada routes. CP is a valuable partner to Rocanda in our growth as a Canadian and USA manufacturer and distributor.

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

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

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively). Rocanda has manufacturing facilities in Texas, Wyoming, and Alberta, and has suppliers based across Canada, USA, and Mexico. We know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior. The greater access that we have to single-line rail options, the more likely it is that we can expand operations and work more seamlessly with our suppliers.

In addition, we have had very negative experiences with rail lines where lots of switches occur between different rail companies. Lines that went from UP to BNSF to CP have been notorious for us in causing delays, and even lost cars. We have never experienced any of these issues on single-line routes, and intend to stick with single-lane routes whenever possible. A combined CPKC will assist in this goal.

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of calcium chloride from Mexico into USA and Canada, and mineral oil from various USA states into Canada.

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

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

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

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

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

Sincerely,

Jesse Regier

Rocanda Enterprises and Rocanda USA

A handwritten signature in black ink, appearing to be 'JR' or 'Jesse Regier', written in a cursive style.



April 6, 2021

Surface Transportation Board
Washington, D.C.

Dear Sir/Madam,

Re: CP Rail/KCS Merger

The Shipping Federation of Canada, established in 1903, is a national trade association representing the owners, operators and agents of ocean-going vessels trading between North American and overseas ports. We are writing on behalf of our members whose international cargo ships call at United States ports on the west, east and/or Gulf coasts. Those member companies include container, breakbulk and bulk carriers, many providing door to door service to their clients, utilizing truck and rail service for the inland portion of the cargo transport.

Our members fully support the recently announced Canadian Pacific Rail, Kansas City Southern Lines merger, for several reasons, but specifically, this merger will allow international ocean shipping companies access to new markets, through those U.S. gateway ports with an inland transportation alternative, leading to enhanced competition, both in terms of price and service for their customers trading to and from international markets.

Since this merger, if approved, will provide those beneficial cargo owners with more choice and improved service, we strongly support the merger of these two rail service providers and are available to answer any questions the Surface Transportation Board may have.

Sincerely,

A handwritten signature in black ink, appearing to read "M.H. Broad".

Michael H. Broad
President

SHIPPING FEDERATION OF CANADA

625 René-Lévesque, Suite 800, Montreal, QC, H3B 1R2 (514-849-2325)
1055 West Hastings, Suite 300, Vancouver, BC, V6E 2E9 (778-373-1518)
www.shipfed.ca

STB Finance Docket No. 36500 CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Richard Hansen, and my business address is 25608 114 Avenue, Acheson, AB T7X 6E2. I am President and Co-Founder of Sky Eye Measurement. In my role, I am responsible for executing Sky Eye's strategy and ensuring that Sky Eye is a growing, profitable and sustainable business that is a safe, positive and rewarding workplace for our team.

Sky Eye Measurement is an energy transfer solutions company. We design, build and manufacture transloading equipment for the safe transfer of hydrocarbons. A large portion of our equipment is designed to facilitate the transfer of hydrocarbons from rail to truck or truck to rail across North America.

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

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

Our equipment plays a pivotal role in energy transport by rail across North America. This merger will enable us to service a larger market. CP has provided with good service, but we know their market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. For Sky Eye Measurement to continue to grow it is important that there be a true USMCA railroad option.

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

At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse

effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

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

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

Sincerely,

A handwritten signature in black ink, appearing to be 'R. Hansen', with a horizontal line extending to the right.

Richard Hansen, President
Sky Eye Measurement Inc.



STB Finance Docket No. 36500 CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Marc Desrosiers and my business address is 248 Industrial Blvd, Chateauguay, Qc. I am President of STCH inc. In my role, I am responsible for business development.

STCH inc is using CP services for a lot of trans-Canadian shipments for several years. They bring us a very good alternative for our customers.

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

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

STCH Strongly believe that adding rail service alternative between Canadian to/from Midwest and Southern States of USA will be great. For several goods, transportation prices are really a huge factor for Canadian and American businesses to stay competitive worldwide. At STCH, we have customers in mulch, woods shavings, fertilizer, shingle, plastic industry to name a few where pricing is primordial.

We are also really interested to add rail option on movements across USA, Mexico and Canada. With the USMCA trade agreement, we will also require solid transportation option in the Automotive industries. Therefor, I look forward seeing that CP/KCS transaction realized.

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

For these reasons, STCH is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all

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

Executed on March 31st,2021.

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

Marc Desrosiers, President STCH



ATTENTION: Surface Transportation Board

My name is Jeff Brandt and my business address is 7401 Hamlin Street, Schererville, IN 46375. I am Vice President, Transportation and Logistics for Stella-Jones Corporation. In my role, I am responsible for the management and execution of all transportation functions across our network.

Stella-Jones is a leading producer and marketer of pressure-treated wood products. The Company supplies North America's electrical utilities and telecommunication companies with utility poles, and the continent's railroad operators with railway ties and timbers. Stella-Jones also manufactures and distributes residential lumber and accessories to retailers for outdoor applications, as well as industrial products for construction and marine applications.

Stella-Jones Corporation supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible. Stella-Jones currently ships railway ties, transmission poles, lumber, and industrial products with CP from various plants and distribution yards in Canada and the US.

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

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example, Stella-Jones will be able to ship direct either north into Canada from our most southern U.S. locations into Canada or South from Canadian locations into the southern U.S.

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

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

A handwritten signature in black ink that reads "Jeff Brandt".

Jeff Brandt
Vice President, Transportation and Logistics



STB Finance Docket No. 36500 CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Navtej Grewal and my business address is 13930 Humber Station Rd, Bolton ON L7E0Y4. I am Director of Logistics at Sun Transportation Systems. In my role, I am responsible for third-party relationships and our intermodal service.

Sun Transportation Systems ships intermodal containers (private and rail-owned) with CP, across Canada and cross-border between Canada and the United States. We choose to ship with CP because of the extent of their network and the reliability of their service.

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

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

Sun Transportation Systems ships freight of all kind (FAK) via intermodal containers between Toronto, Montreal, Calgary, Vancouver, Chicago, Los Angeles and Mexico. We currently interchange between CP, BNSF and KCS for freight to travel between Canada and Mexico. A single rail service would remove our cost of interchanging over the road between 3 different railroads. Service would be improved because containers would not need to be moved from railcar to chassis and back to railcar. A single rail service would provide much more superior rail service.

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our intermodal shipments of FAK between Canada and Mexico



- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. At present time, we interchange over the road between the CP Schiller Park terminal and KCS Kansas City Terminal to ship freight into Mexico. This will save us on the interchange and provide better transit time.

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

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

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction smoothly.

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

Executed on March 24, 2021

Navtej Grewal
Director of Logistics
Sun Transportation Systems
navtej@ststrucks.com

SHIPPER SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is Patric Nagel and my business address is based at 603 15 Avenue, Nisku, Alberta, Canada T9E 7M6. I am the President and CEO of Tiger Calcium Services Inc. In my role, I am responsible for the overall performance and execution of Tiger's operations inclusive of oversight of our complex logistics operations of which rail transportation is a critical component.

Tiger Calcium is a manufacturer of calcium chloride, utilizing CP Rail and its US interline partners to transport product throughout western and central Canada and into the northwest and central U.S. and to import products from southern US and Mexico back to Canada. We have utilized CP Rail via a dedicated siding at our manufacturing site for several decades and rely on their service to economically expand the geographic scope of our accessible markets.

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

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

We have a significant leased fleet of railcars used to ship liquid calcium chloride from our manufacturing plant's siding in the Mitsue Industrial Park (Slave Lake), Alberta to a great many customers and/or company-owned remote storage sites through western Canada. Where CP service is limited, we are forced to utilize ground transportation which is both less efficient and more costly. Our accessible market is expanded by hundreds of kilometers in any direction where rail service is available. With extended single-line rail service, we will have the opportunity to further extend our reach through expanded use of rail transportation.

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of calcium chloride from Alberta to more southern U.S. destinations.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option. Our business currently transacts with vendors based in Louisiana, Texas and Mexico and added rail alternatives will make us more competitive in all our markets.
- CPKC's new service offerings, due to having one through rate for the shipment and reduced switching times between rail companies, will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

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

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

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

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

VERIFICATION

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

Executed on April 9, 2021.



Patric Nagel



April 9, 2021

Attn: Surface Transportation Board (SBT) – Docket No. 36500

To Whom It May Concern:

RE: Canadian Pacific Railway (CP) and Kansas City Southern (KCS) Potential Merger

We are writing to provide support for the proposed combination of Canadian Pacific Railway Limited (CP) and Kansas City Southern (KCS).

The Toronto Transportation Club was founded in 1913 and is one of the oldest transportation clubs in Canada boasting over 1200 members. We are a non-profit organization with a wide cross-section of industry members, contributors and volunteers. The roster includes both individuals and corporations representing suppliers and purchasers from every major industry sector.

Based on the information available to us, we believe the combination of CP and KCS railroads will create more efficient supply chains across the North American continent and open up new opportunities and new markets for businesses. We are confident that a combined CP and KCS entity will create more competition and strengthen them as business partners to Transportation Companies and Retailers across North America.

Looking at it from an ESG perspective, this merger offers large benefits as transportation-related greenhouse gas emissions are directly related to locomotive fuel consumption. The combined CP-KC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – will help a significant number of customers reach existing and new markets more efficiently and more environmentally.

The Toronto Transportation Club see favorably the approval by the STB of CP's acquisition of KCS so that these systems can be integrated, and the end-to-end benefits of this deal can be realized for the benefit of all shippers across the USA, Mexico, and Canada.

Sincerely,

A handwritten signature in blue ink, appearing to read 'John Foss', is positioned below the 'Sincerely,' text.

John Foss
President
The Toronto Transportation Club



Transload Distribution Association of North America
PO Box 198
LaFox, IL 60147
331-643-3369 | ed@tdana.com

STB Finance Docket No. 36500 CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Daniel Price and my business address is 40W815 S. Bridle Creek Drive, Saint Charles, IL 60175; PO Box 198, LaFox, IL 60147. I am President of the Transload Distribution Association of North America (TDANA) and I am responsible for leading the organization Board of Directors and its membership.

TDANA represents the interests of the transloading industry to business and political leaders; advances the technologies, offerings, and standards of practitioners; and increases the visibility of our membership to all shipper industries. As the only association representing transload companies across North America, our organization facilitates partnerships between transloaders and shippers and as such, our membership reach includes hundreds of transload organizations and shippers who conduct business on and transport freight via Canadian Pacific and Kansas City Southern lines.

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

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

Our transload and shipper members across North America have experienced the challenges of scheduling loads across multiple lines. While both companies have provided excellent service to our transload and shipper members, their limitations (CP in the South and KCS in the North) require them to interline with other railroads to reach shippers' preferred destinations. Single-line rail service is preferred to expedite service with one point of contact for accuracy and accountability.

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

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

KCS and CP have been strong supporters of the TDANA from its inception. The TDANA has been able to help educate and grow the transloading industry because of the vital relationships with the KCS and CP

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

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

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

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

VERIFICATION

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

Executed on April 5, 2021.

A handwritten signature in blue ink, appearing to read "D. Price", is shown within a white rectangular box.

Daniel P. Price – President TDANA



Thursday, March 25, 2021

ATTENTION: Surface Transportation Board
RE: SHIPPER SUPPORT LETTER

My name is Dallas Sherwood and my business address is 74075 Hwy 845 Lethbridge AB. I am the CEO of Transmark Ltd. In my role, I am responsible for overall operations and customer relations in our North American market.

Transmark is a storage and transload facility working directly with CP in assisting rail customers with the ability to achieve their logistics and storage requirements. From car storage to wind energy, transloading oil and repairing rail cars, we offer a variety of services. We have worked with CP and their staff and crews for many years and have been very happy with the service and respect we get as a customer.

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

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

Transmark relies on CP for our excellent service to the customers we serve. Our customers ship bulk oil to the Gulf coast, bring windmill components from the Texas ports, grain products from the Northern States and rail cars coming from all over the South Central and Gulf region for storage and repairs. CP has provided us with great service, but it's market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively).

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

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of crude oil from Alberta to the refiners in the Gulf region.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. Turnaround times for cars cycling through loading schedules, the ability to pre plan operations will greatly effect customer relations and in turn productivity.

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

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

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

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

VERIFICATION

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

Executed on March 25, 2021.

A handwritten signature in dark ink, appearing to be "Dallas Sherwood", written over a horizontal line.

Dallas Sherwood



MEMO

To:	CP / KCS / STB	Date:	April 1, 2021
Subject:	CP - KCS Merger		

My name is Wes Adkins, CEO of U.S. Rail & Logistics, LLC.

U.S. Rail & Logistics, LLC is a strategic logistics and rail terminal partner for KCS and I have worked on multiple projects as a 3rd party rail and logistics provider.

U.S. Rail & Logistics, LLC supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

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

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

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

MEMO



To:	CP / KCS / STB	Date:	April 1, 2021
Subject:	CP - KCS Merger		

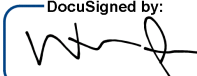
KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This Transaction will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

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

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

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

Wes Adkins

DocuSigned by:

57956B5AA2614F6...



PRECISION WOOD PRODUCTS FOR 125 YEARS

ATTENTION: Surface Transportation Board

My name is Paul Krier and my business address is 2926 Lone Oak Cir, Eagan, MN 55121. I am the General Manager of Villaume Industries which is part of US LBM a national building products company. In my role, I lead two division inside of Villaume. We produce trusses for the local residential and light commercial construction industry and industrial wood packaging for local and regional manufacturers. Our company employees over 150 associates both union and non-union. Villaume has a long history of wood manufacturing dating back to 1882.

Villaume has enjoyed and benefited from being a part of the CP for decades. We have brought lumber and plywood in efficiently and cost effective, helping Villaume to be price competitive in our marketplace. Having a rail spur is a true advantage in our industries, because of the volume and demand from our customers.

Villaume supports the approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible. This would allow us to purchase lumber via the rail (cost effectively) from new domestic markets.

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

Villaume has lumber delivered by carloads weekly and during our busy season, sometime multiple times per week. The combination of the CP/KCS again helps Villaume purchase cost effectively from our southern states.

Villaume Industries, Inc.

2926 Lone Oak Circle / St. Paul, Minnesota 55121
t. 651.454.3610 • 800.488.3610 / f. 651.454.8556

04 / 01 / 2021

[DATE]

villaume.com



PRECISION WOOD PRODUCTS FOR 125 YEARS

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

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

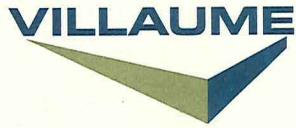
Suppliers are constantly contacting me from the southern states and try to open up their product offering to Villaume, however price competitiveness is lost when transportation is not cost effective.

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

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

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

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



PRECISION WOOD PRODUCTS FOR 125 YEARS

VERIFICATION

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

Executed on April 1, 2021.

[Signature]

Paul Krier



Villaume Industries, Inc.

2926 Lone Oak Circle / St. Paul, Minnesota 55121
t. 651.454.3610 • 800.488.3610 / f. 651.454.8556

04 / 01 / 2021

[DATE]



P.O. 325

Marion, IL 62959

ATTENTION: Surface Transportation Board

My name is David Anthony Rangel and my business address is P.O. 325 Marion, Illinois 62959 I am President of Water Train Inc. In my role, I am responsible for identification of clients, acquisition of strategic resources and railroad logistics.

Water Train is actively developing unit train water service with CP Rail along many sections of their network, from Iowa to Minnesota. Currently, the focus of our traffic is along the Mississippi River corridor for customers in the Southwestern and Western United States.

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

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

We ship water from our CP-served facilities in Clayton, Iowa, and Randolph, Minnesota to our customers with terminals in the South Central and Gulf region.

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

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

info@watertrain.us



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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of water from Wisconsin to Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. Single line, direct service will improve transit times and allows for a reduction of almost on week in round trip service. This will save the cost of acquiring 400 additional railcars to provide service-using interchange with other Class 1 railroads.

Contrary to claims of service equity and rate fairness after other prior consolidations, in points with single carrier service, we have found mediocre services and punitive rates across the board. While we understand deeply the obstacles of nature, machines and human limitations, most single line carriers treat us as if we are the problem. Rather than viewing our traffic as the core of their business, we are considered no more than a string of pejoratives. Forced to run the gauntlet of "take it or leave it" rail service today is like a daily Root Canal. Not a day goes by that we wish we could only work with CP.

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

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

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

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

info@watertrain.us



VERIFICATION

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

Executed on April 5, 2021.

David Anthony Rangel





SHIPPER SUPPORT LETTER

My name is Brad Jacobs and my business address is Five American Lane, Greenwich, CT 06831. I am Chairman and Chief Executive Officer of XPO Logistics, Inc.

XPO Logistics, Inc. is a global logistics and transportation provider, that utilizes both the CP and KCS for intermodal rail service.

XPO Logistics, Inc. supports approval of the CP/KCS combination. From our perspective, we believe that CPKC will be able to integrate their operations seamlessly to the benefit of their stakeholders given the strong focus on safety exhibited by both railroads and their track record of operational excellence.

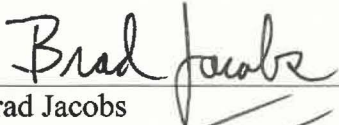
Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are optimistic that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, XPO Logistics, Inc. is voicing support for the combination of CP and KCS.

VERIFICATION

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

Executed on April 8, 2021.


Brad Jacobs



April 9, 2021

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

ATTENTION: Surface Transportation Board

My name is Volker Kluge, and my business address is 1155 Rene-Levesque Blvd., Suite 400, Montreal, Quebec, Canada. I am the President of ZIM Integrated Shipping Services (Canada) Co. Ltd. In my role, I am responsible for all business activity of ZIM in Canada, which includes all aspects of the transportation supply chain coast to coast. Our organization provides international shipping solutions to customers, using intermodal suppliers, among them CP Rail.

ZIM Integrated Shipping Services (Canada) Co. Ltd., is a long-term customer of CP Rail. We use their intermodal services to and from the port of Vancouver servicing the USA and Canada.

ZIM Integrated Shipping Services (Canada) Co. Ltd. supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

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

Currently CP Rail has a limited-service scope since they only reach as far as Kansas City. As an international shipping company with customers that have a broad reach into the Gulf states as well as Mexico, we believe the combined CPKC can provide a seamless transportation service to us and broaden the scope of our business.

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

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

ZIM Integrated Shipping Services (Canada) Co. Ltd – 1155 Rene-Levesque Blvd., Suite 400, Montreal, QC, Canada H3B4R1

Innovative shipping dedicated to you

www.ZIM.com





- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. It will allow us to move containers from Vancouver to Dallas as an example, without switching delays when containers have to be shunted from one railroad to another.

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

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

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

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

Sincerely,

Volker Kluge

ZIM Integrated Shipping Services (Canada) Co. Ltd

April 9, 2021

ZIM Integrated Shipping Services (Canada) Co. Ltd – 1155 Rene-Levesque Blvd., Suite 400, Montreal, QC, Canada H3B4R1

Innovative shipping dedicated to you

www.ZIM.com





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

DELIVERED VIA EMAIL

April 5, 2021

Canadian Pacific Railway Company
7550 Ogden Dale Rd S.E.
Calgary, AB T2C 4X9

RE: Support for pending acquisition by CP Rail of Kansas City Southern Railway

To whom it may concern:

On behalf of Acklands-Grainger Inc. ("Grainger Canada"), this letter addresses the pending acquisition by CP Rail of Kansas City Southern Railway. We urge favorable consideration of the proposal by industry participants.

Grainger Canada provides safety, facility maintenance, and industrial supplies and solutions to industrial and commercial companies and government agencies in Canada. Our core objective is to keep our customers' people safe and their operations running smoothly. As one of Canada's largest industrial suppliers, we offer a large selection of private-label and brand-name products from many of the world's top manufacturers. We work alongside many companies across Canada in a range of industries. CP is a valued customer. It is also a critical North America transportation carrier we rely on so the right product is provided to our customers where and when it is needed.

CP is a key participant who will contribute positively to the continued growth of the rail industry in North America. The safe and efficient flow of goods across the continent will be a significant factor in the economic recovery and growth we are all seeking to achieve. We think CP's proposed acquisition will contribute meaningfully to improving efficiencies and benefiting consumers. We urge approval by the various industry participants who have a voice in this matter.

Respectfully,

A handwritten signature in black ink, appearing to read "John Keith".

John Keith,
RSVP national accounts,
gov't & healthcare



USA
SIGNALING

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

CP
7550 Ogden Dale Road SE
Calgary AB T2C 4X9

April 1, 2021

Dear Madam/Sir,

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

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

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

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

A handwritten signature in black ink, appearing to read "D.L. McKay".

David L. McKay
Vice President, Freight and Mining

April 1, 2021

Re: CP – KCS Merger Endorsement

Herzog Railroad Services, Inc. ("Herzog") is a proud supplier of maintenance of way equipment providing support to various entities in the railroad industry.

Both the Canadian Pacific Railroad ("CP") and the Kansas City Southern Railroad ("KCS") are valued customers.

Herzog respectfully supports the decision made by the respective Board of Directors to combine the CP and KCS railroads.

As a strong supporter and advocate for the rail industry, we believe this combination will bring growth and investment in the North American rail network.

While this merger will expand CP's network, it will also expand opportunities for companies like Herzog to offer greater support and additional services to this new organization.

The new transportation services and opportunities that CPKC will be able to offer to their customers will stimulate growth in rail transportation by providing new and competitive solutions that will shift freight from trucks on the highways to the rail system.

This is good for the rail industry, the US economy and the future of our country.

This new company will foster both economic and employment growth in the United States and across the Continent under the USMCA trade agreement.

This growth and development will drive investment in new rail capacity that benefit shippers, consumers, and suppliers like Herzog.

For these reasons, we look forward to a timely completion of this transaction so that the benefits become tangible as soon as possible.

Sincerely,



Brad Lager
CEO

April 1, 2021

Canadian Pacific Railway
W2377 – Building #1
7550 Ogdendale Road S.E.
Calgary, AB T2C 4X9

Holland, L.P. Support of CP-KCS merger

To whom it may concern:

Holland, L.P. is a product and service supplier to railroads across North America. Canadian Pacific Railway has been a valued customer of ours for decades. I, Jordan Wolf, serve as the President of Holland, L.P. We provide CP with contract services that help extend the life of their critical railway infrastructure and enhance the safe operation of trains. These services include: Rail welding, track testing, track construction, and track maintenance. I am writing in support of the proposed merger between CP and KCS because:

- CP has demonstrated their commitment to continually reinvest in critical infrastructure ensuring safe operations of trains.
- It will encourage the growth and investment in critical North American railway infrastructure necessary to protect and enhance our shared economic prosperity.
- It will result in new, cross border, competitive freight options that will remove trucks from highways and benefit our environment.

In short, we view this potential merger as creating important economic efficiencies, while benefitting our environment, and creating growth opportunities for suppliers like us. We do not anticipate that this proposed merger will create any adverse impacts to competition, the environment, or the public interest.

Sincerely,



Jordan Wolf

President
Holland, L.P.

Bryan C. Stout
Director, Class 1 Sales
Railroad Products and Services



Koppers Inc.
436 Seventh Avenue
Pittsburgh, PA 15219-1800
Tel 412 227 2408
Fax 412 227 2841
Sttoubc@koppers.com
www.koppers.com

March 30, 2021

Re: Merger between Canadian Pacific
Railroad and Kansas City Southern Railroad

Dear Sir or Madam:

Koppers is a leading integrated global provider of treated wood products, wood treatment chemicals and carbon compounds. Canadian Pacific is one of our major customers in the Class 1 railroad space. As Director of Class 1 Sales at Koppers Inc, I offer my support on behalf of Koppers Inc. for the approval of the proposed combination for CPR and KCS. From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.

CP has consistently shown its ability to operate a state-of-the-art railroad safely and efficiently, serving its end customers well. CP also supports its employees and community well with a solid culture and inclusive core values that drive business growth.

The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement. In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.

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

Sincerely,

A handwritten signature in black ink that reads "Bryan Stout". The signature is fluid and cursive, with the first name "Bryan" and last name "Stout" clearly distinguishable.

Bryan Stout
Director, Class 1 Sales
Koppers Inc.



LORAM

3900 Arrowhead Drive
Hamel, Minnesota 55340 USA
Phone: (763) 478-6014 • Fax: (763) 478-6916 • www.loram.com

April 1st, 2021

Surface Transportation Board
395 E Street SW
Washington, DC 20423-0001

To Whom It May Concern:

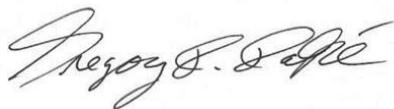
- Loram Maintenance of Way, Inc. is a supplier of railway maintenance services to the rail industry. CP is one of our customers.
- I Luke Olson serve as the Vice President of Marketing & Sales at Loram Maintenance of Way, Inc. where my duties include responsible for business development in North America and Global Marketing. Loram Maintenance of Way, Inc. supports approval of the proposed combination of CP and KCS (CPKC).
- From our perspective as a supplier, we believe the transaction will be beneficial as it will likely support growth and investment in the North American rail network.
- As a supplier to both CP and KCS, we see the proposed combination as an opportunity for CPKC to better utilize the services it receives from suppliers like Loram.
- The new transportation services that CPKC could bring to their customers would stimulate growth in rail transportation, provide new competitive options, and shift freight from trucks on the highways to the rail system.
- Loram hopes this growth will 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 anticipate 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.

A handwritten signature in blue ink, appearing to read "L. Olson", is positioned above the printed name.

Luke P. Olson
Vice President of Marketing & Sales
Loram Maintenance of Way, Inc.

March 30th, 2021

- New York Air Brake LLC is a supplier of freight and locomotive components for the rail industry. CP is one of our customers.
- I, Greg Dalpe, serve as SVP, Sales & Marketing at New York Air Brake where my duties include management, negotiations, and approval of all contracts and supervision of all sales representatives. New York Air Brake supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- New York Air Brake is a critical supplier to CP Rail and the entire North American Rail Industry, with 1055 CCB equipped, high horsepower AC Traction locomotives equating to over 80% of the total CP Fleet.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.



Gregory D. Dalpe
SVP, Marketing & Sales
New York Air Brake LLC



March 29, 2021

To reader:

Nordco is a supplier of Roadway Work Equipment and Rail Flaw Detection (RFD) products and services to the rail industry and the CP is one of our customers.

I am Bruce Boczkiewicz, President & Chief Executive Officer at Nordco and I oversee all aspects of our business. We support the approval of the proposed combination of CP and KCS.

From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network. We believe that CP's attention to safety and train velocity will benefit rail customers and our overall industry.

The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.

In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.

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

Regards,

A handwritten signature in black ink, appearing to read 'Bruce Boczkiewicz'.

Bruce Boczkiewicz
President & CEO



630.910.0600
4343 COMMERCE COURT, SUITE 300
LISLE, IL 60532
www.rempresx.com

March 29, 2021

Re: Support & Endorsement of Canadian Pacific Railway combination with the Kansas City Southern

Rempresx LLC is a leading provider of technology and services to the North American railway industry. We partner with all Class 1 railways today with our Intermodal and Automotive gate systems, remote support as well as operate several Intermodal terminals across the United States.

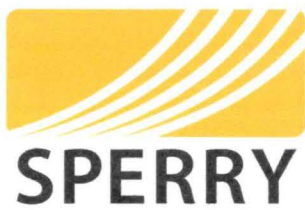
From our perspective, as a supplier to the railway industry, this transaction will be strategic as it will serve to further bolster the north-south growth between both Mexico and the U.S. and Canada – strengthening the overall rail system. This merger supports the automotive industry in terms of near-sourcing of components and it supports lower distribution costs for customers. We are also very supportive of the positive impact that converting truck freight to rail has on our environment. We know that today's CP operates a world-class, safe and efficient network so this merger will build that infrastructure needed to expand options for shippers and receivers across our continent.

I view this transaction as overwhelmingly beneficial to our economy with only positive impacts for safety, competition and our environment.

Sincerely,

A handwritten signature in black ink, appearing to read 'Remy Diebes', with a stylized flourish extending from the bottom right.

Remy Diebes
President & CEO
REMPRESX, LLC



Surface Transportation Board
395 E Street SW
Washington, DC 20423

March 31, 2021

Sperry Rail Service is a supplier of Rail Flaw Detection services for numerous railroads that range from all North American Class 1 roads down to small shortline operators. Both the CP and KCS are customers of ours.

I, James K. O'Rourke, serve as the President at Sperry Rail Service, where my duties include managing the overall long standing relationship we have with both the CP and the KCS. Sperry Rail Service supports approval of the proposed combination of CP and KCS.

From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.

Sperry is contracted by both the CP and KCS to provide a mission critical service which results in their respectively operating a safe and reliable organization. For many years the CP has been known as the safest Class 1 Operator in North America and this merger can only bring their proven approach to safety to a larger percentage of the North American railroad network.

The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.

In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.

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

Signed

A blue ink signature of James K. O'Rourke, written in a cursive style.

James K. O'Rourke
President
Sperry Rail Service



March 31, 2021

- Strato, Inc is a supplier of Air Brake components and end of railcar arrangements and components to the rail industry. CP is one of our customers.
- I Daniel Foxx serve as the CIO and Vice President at Strato, where my duties include executive management and customer acquisition. Strato supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- The merger will continue the investment in the rail industry and growth within North America to better serve its customers. The combined railroads brings the ability for customers who use rail to get more reliable and competitive services.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Regards,

Daniel Foxx

Chief Information Office, Vice President

March 30, 2021

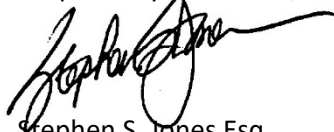
RE: Proposed CP/ KCS merger

Weichert
Workforce Mobility

To whom it may concern:

- Please know that Weichert Workforce Mobility Inc. (and acting through our Canadian subsidiary, Weichert Workforce Mobility Canada ULC, collectively “Weichert”) is a supplier of employee/workforce relocation and re-settlement services on a global basis to more than 750 companies worldwide, including material carriers in the rail industry located both in CANADA and the United States. CP is one of our company’s valued customers.
- I, Stephen S. Jones Esq. serve as Executive Vice-President, General Counsel and Compliance at Weichert, where my duties include looking after the full range of legal and compliance activities associated with contractually ensuring service to Weichert’s global corporate clientele. In the spirit of expanding and facilitating North American free-trade, Weichert supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- From its unique perspective as a global workforce mobility services provider across other major industry segments, Weichert can observe that the proposed CP/KCS merger will contribute to further projecting corporate employee diversity and inclusion as applied on a North American commercial model.
- The new transportation services that a new “CPKC” will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Respectfully submitted,



Stephen S. Jones Esq.
Executive Vice-President, General Counsel and Compliance
Weichert Workforce Mobility Inc.