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

Re: Finance Docket No. 36500 – Reply to Objections to KCS Waiver

Dear Ms. Brown,

My name is Matthew Wells Leech and my business address is 5605 Carnegie Blvd., Suite 200, Charlotte, NC 28209 USA. I am the Chief Executive Officer of DP World – Americas. In my role, I am responsible for DP World's network of marine terminals and logistics business across North America and South America.

DP World has previously submitted to the Board a letter supporting approval of the proposed CP-KCS combination, and I have attached a copy of that letter for the Board's convenience. As expressed in our previous letter, DP World supports swift approval of the CP-KCS combination because of the significant benefits we expect to realize from this transaction.

DP World is aware that several parties have filed objections to the application of the pre-2001 merger rules to the CP-KCS transaction under the "waiver" issued in 2001 for transactions involving KCS. DP World wishes to reply to those objections by urging the Board not to revoke the KCS waiver. The pre-2001 rules provide the Board and all interested parties all the tools that are needed to fully evaluate the proposed transaction.

We are fully cognizant of the Board's mandate to ensure that Class I mergers are in the public interest, and do not risk significant disruptions in the railway system. From our perspective, the unique nature of the CP-KCS transaction alleviates the concerns that motivated the new rules adopted in 2001. Reviewing the CP-KCS combination under the tried and true pre-2001 merger standards will prevent undue delay, while still allowing for a thorough public interest assessment by the Board.

As we have mentioned in our March 29 letter, the end-to-end CP-KCS transaction will improve service options, with new single-line hauls and broader access to markets across North America. Our experience shows us that single-line rail service options are far superior to public and private fleets. The unique synergies of a CP-KCS combination promise significant public benefits to DP World and similarly situated shippers, which we are eager to see realized as soon as possible, without the delays and additional burdens that would result from applying the 2001 rules for the first time ever to this transaction.

Nothing about the CP-KCS transaction raises the kinds of concerns that would flow from a merger of the much larger Class I railroads. The issues should be simple – the transaction improves competitive options and service – and any concerns any party has should be easy to address under the pre-2000 rules. The 2001 rules were designed for much more complex transactions and they should not be tested out in this case.

DP World and our shipping partners are looking forward to a stronger CPKC network that will increase our access to diversified market opportunities. As such, we urge the Board to apply the KCS waiver provision it thoughtfully included in its 2001 Major Merger Rules. An elongated period of review will delay and potentially reduce the positive synergies this merger promises. The KCS waiver will allow the Board to conduct a thorough but efficient and fair review and allow for the benefits of the new CPKC network to come to fruition more quickly.

DP World is additionally concerned that applying the 2001 Major Merger Rules to the CP-KCS merger, a transaction the rules were not designed for, would lead to precedent with unintended consequences and might also create an easier path for some other Class I merger proposals that would be problematic in ways CP-KCS is not. The CP-KCS merger is unlike other Class I merger combinations, in that it is a straightforward transaction between the two smallest U.S. Class I railroads, and it promises substantially more benefits than risks to the public interest. We also know that this transaction, among all possible Class I mergers, is unique in not posing any serious concerns about lost competition, service disruption, or other harms. Interpreting and applying the 2001 rules to this transaction could encourage other Class I railroads to see an easier path for their own Class I merger proposals without the same unique benefits of the CP-KCS transaction.

For these reasons, DP World urges the Board to maintain the KCS waiver and reject calls to revoke it, and to proceed to review and approve the CP-KCS proposed combination as expeditiously as possible. We look forward to seeing CPKC as a stronger competitor in the industry.

Yours sincerely,



Matthew Wells Leech

CC: Parties of Record

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March 30, 2021

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

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

Dear Ms. Brown:

My name is Matthew Wells Leech and my business address is 5605 Carnegie Blvd Suite 200, Charlotte, NC 28209. I am the Chief Executive Officer of DP World - Americas. In my role, I am responsible for DP World's network of marine and logistics terminals across North America.

DP World has been a transportation partner of CP Rail since 2006. CP Rail provides highly reliable rail connectivity for containers and other cargoes being imported and exported through three of our Canadian marine terminals. Of particular relevance are our terminals in Vancouver British Columbia (Centennial Terminal and Fraser Surrey) and our facility in Saint John (New Brunswick). DP World and CP Rail have enjoyed a very close working relationship, which has been strengthened with CP Rail's recent acquisition of the Central Maine & Quebec railway, which has allowed CP Rail to extend their service offering to Saint John.

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

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



Specifically, we see opportunities with this transaction for CP Rail to expand their connectivity from our Canadian marine terminals into the central United States market. This will significantly increase the level of competition amongst Canadian railroads to destinations such as St. Louis, and will also open up new (previously inaccessible) route options for movement of cargoes from Canadian ports into markets along KC's main line between Kansas City and Shreveport.

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

- CPKC's new single-line haul offerings will expand market reach from Canadian ports into markets south of Kansas City, that were previously inaccessible from Vancouver or Saint John.
- CPKC's new service offerings should create a second option for accessing key hinterland markets such as St. Louis from Canadian ports, thereby providing more competition for importers and exporters in those regions.

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

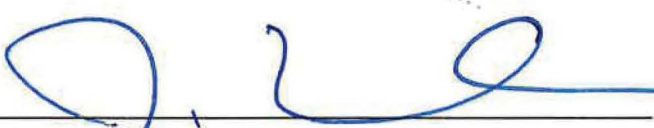
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction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

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

VERIFICATION

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

Executed on March 30, 2021.


 _____ [Signature]
 Matthew Wells Leech