



Thursday April 22nd, 2021

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

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

Dear Ms. Brown:

Ray-Mont Logistics is an industry leader offering Integrated Supply Chain Solutions within North America for nearly 30 years. Deeply rooted in the company's growth over these years, has been a long-standing, agile, and mutually beneficial partnership with CN Rail since the company's inception in 1992. Ray-Mont Logistics currently operate three transloading facilities in Canada, strategically located in Vancouver, BC; Prince Rupert, BC; & Montreal, QC, all of which are rail served by CN daily. In addition, Ray-Mont Logistics recently announced the establishment of a Logistics Park, located in Mobile, AL in partnership with CN Rail, and Alabama Export Rail which is scheduled to open in 2022. Throughout the duration of its history together, Ray-Mont and CN have developed a constructive, positive, and innovative partnership, to better serve our mutual customers. By combining first class rail service of CN, the aforementioned transloading facilities within North America, and Ray-Mont's International Logistics Divisions, together CN and Ray-Mont have collaborated to provide cost effective, efficient, and integrated logistics solutions, to enhance the container supply chain in North America, for various industry sectors, such as Grain, Plastic Products, and Forest Products.

At Ray-Mont Logistics, it is our mission to facilitate international trade by enhancing the container supply chain, and it is only through the dynamic partnership with CN, that this mission was achieved in previous years. With this in mind, Ray-Mont Logistics supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring to the supply chain within North America, by offering faster, safer, cleaner, and a more direct service for North-South trade.

In addition, we believe that a combination of CN and KCS would help Ray-Mont Logistics to succeed within our markets. CN's superior service, carload and intermodal, superior safety, gives us confidence that a combined CN-KCS would be best positioned to serve our needs, particularly with Ray-Mont's upcoming United States expansion of transloading facilities scheduled in the upcoming years. Furthermore, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS to enhance their existing network.



Ray-Mont Logistics is interconnected with the railroad industry throughout North America, which not only act as its foundation, but also, it's platform for future growth. In addition to the CN served facilities in Canada noted previously, Ray-Mont Logistics has a transloading facility located in Seattle, WA serviced by BNSF, a Charleston transloading facility set to open in June 2021 serviced by Palmetto Railroad, with dual access to CSX and Norfolk Southern, and is a large customer of both CN and CP Rail via their respective Intermodal networks within Canada. Annually within North America, Ray-Mont Logistics will receive in excess of 30,000 rail cars per year, plus an additional 20,000 intermodals per year, as a receiver, for transloading into ocean containers for international export.

As such, the combined company of CN and KCS would create a network with enhanced end-to-end single-owner, single-operator service, which will result in a faster, safer and more economical rail option for us. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, easier access of agricultural products in Kansas City area to our transload facilities throughout North America, to capitalize on Ray-Mont Logistics strategically located facilities coast to coast.
- Direct access to plastic producers in the Gulf Region, currently served by KCS. Ray-Mont Logistics currently offers cost competitive PE and PVC packaging opportunities in Prince Rupert, BC which is exclusively served by CN and Mobile, AL facility scheduled to open in 2022.
- CN's significant experience providing seamless intermodal service throughout their network and across border, critical to the growth of specialized grain producers, with no current rail access.
- Ability to access new exit ports, in the event of supply chain disruptions, with direct rail access on CN's proven intermodal service.

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

Sincerely,



Charles Raymond
President

cc: Parties of Record