



VAN BUREN, ME.

121 Ferry St. Van Buren, ME 04785

207-868-2937

302198

ENTERED
Office of Proceedings
April 29, 2021
Part of
Public Record

April 29, 2021

ATTENTION: Surface Transportation Board

RE: STB Finance Docket No. 36500 (CP-KCS Potential Combination)

Grand Prix Inc. hereby files this letter to express its views about the bid by Canadian Pacific's ("CP") to acquire Kansas City Southern ("KCS").

Grand Prix Inc. has a growing relationship with CP as a result of CP's recent acquisition of the CMQ Railway. We currently move forest products to/from our location in Van Buren Maine to points in the US and Canada.

Grand Prix Inc. has previously voiced support for the proposed CP/KCS transaction. Based on our experience, we believe that the CP/KCS combination promises to deliver tremendous benefits, including new and better competitive transport options. While we do not want to address any other specific proposals, we do want to comment on the process in general.

The kind of transaction that is in the interests of shippers and the public would:

- ***Not have competitive overlaps*** that reduce the number of independent rail options, even if the railroads might think they can propose "remedies" to overcome the lost competition.
- ***Improve competitive options***, including by adding new single-line routes where other, larger railroads currently dominate.
- ***Not pose a risk of stimulating further industry consolidation***, such as by destabilizing the six large carrier balance in North America

A transaction meeting these criteria is in the public interest and should receive swift Board approval. Quick approval of procompetitive transactions is critical to helping shippers and other stakeholders reap the benefits sooner rather than later, and we have no objection to the use of a voting trust mechanism to facilitate such a transaction. For transactions that do not meet the three criteria set out above, we



VAN BUREN, ME.

121 Ferry St. Van Buren, ME 04785

207-868-2937

would strongly object to the Board allowing the transaction to proceed even as far as a voting trust, which itself could diminish competition and lead to downstream concerns.

We trust the Board to assess any proposals for KCS in light of these criteria.

Respectfully submitted,

A handwritten signature in cursive script that reads "Robert D. Thomas".

Robert D. Thomas

Logistics

CC: All Parties of Record