

**BEFORE THE
SURFACE TRANSPORTATION BOARD**

302249

STB FINANCE DOCKET NO. 36514

ENTERED
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May 4, 2021
Part of
Public Record

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

**SUBMISSION OF 100 ADDITIONAL STATEMENTS REGARDING
PROPOSED TRANSACTION AND/OR CN'S VOTING TRUST**

In the two weeks since Canadian National Railway Company (“CN”) publicly announced its proposal for a combination with Kansas City Southern (“KCS”), over 700 stakeholders have submitted letters publicly expressing their support for the proposed transaction. In this filing, CN adds 100 letters to the 620 support statements that were filed last week in CN-4, CN-9, and CN-10.¹

66 of these letters explicitly support the proposed combination of KCS and CN, for reasons that echo the 620 letters that CN has previously submitted. Customers are responding to the pro-competitive benefits of a

¹ See Initial Submission of 409 Statements Supporting Proposed Transaction, CN-4, *Canadian National Ry. Co.—Control—Kansas City So. et al.*, Fin. Docket No. 36514 (filed Apr. 26, 2021); Submission of Port and Terminal Operators’ Statements Supporting Proposed Transaction, CN-9, *Canadian National Ry. Co.—Control—Kansas City So. et al.*, Fin. Docket No. 36514 (filed Apr. 29, 2021); Submission of 200 Statements Supporting Proposed Transaction, CN-10, *Canadian National Ry. Co.—Control—Kansas City So. et al.*, Fin. Docket No. 36514 (filed Apr. 29, 2021).

transaction that would provide better service options, promote growth, and create a seamless, integrated North American railway that can compete head-to-head with trucks for north-south movements.

34 of the enclosed letters specifically focus on CN's request that the Board approve its voting trust agreement, and ask the Board to approve that proposed voting trust. Many voting trust letters are from stakeholders who support the ultimate transaction. Others are from customers who are still evaluating the proposed combination, but who wholeheartedly support CN's use of a voting trust. For example, the Chemours Company does not yet take a position on an ultimate CN-KCS combination, but it "unequivocally supports approval of CN's voting trust" and urges the Board to grant CN's request for simultaneous review of CP's and CN's voting trusts to "ensure a level playing field."²

CN looks forward to continued conversations with our customers and other interested parties about the proposed CN-KCS combination and why it presents the best solution for the continued growth, development and prosperity of the North American economy.

² See Letter of Kevin Acker on behalf of The Chemours Company, *infra* at pdf pages 160-161.

Respectfully submitted,

Sean Finn
Olivier Chouc
CN
935 de La Gauchetière Street West,
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CANADA

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/s/ Raymond A. Atkins
Raymond A. Atkins
Terence M. Hynes
Matthew J. Warren
Sidley Austin LLP
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*Counsel for Canadian National Railway Company, Grand Trunk Corporation, and
CN's Rail Operating Subsidiaries*

Dated: May 4, 2021

INDEX OF ENCLOSED SUPPORT STATEMENTS**STATEMENTS SUPPORTING TRANSACTION**

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5. Agridyne, LLC
6. AGT Foods
7. Amar Transport Inc.
8. Armour Transportation Systems
9. Autotransportes El Bizonte, S.A. de C.V. - English Version
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11. BarretteWood
12. Battlefield Equipment Rentals
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17. Central Transport Refrigeration (Man.) Ltd.
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27. GAF
28. Global Food and Ingredients Inc.
29. Innovative Ag Services
30. Intermobil
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32. JJ Heavy Truck Graphics
33. Kingsbury Elevator, Inc.
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37. Manitoulin Global Forwarding
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55. Pro-Force Transportation & Logistics Inc.
56. Ritchie Smith Feeds, Inc.
57. S&S Transport
58. Safety Plus
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2. Agricultural Products Extension LLC (APEX)
3. Altex Energy Ltd.
4. Aurora Wood Pellets Ltd
5. Auto Lineas America, S.A. de C.V
6. BCI Bulkhaul Carriers Inc.
7. C. Keay Investments Ltd.
8. C. Reiss Company, LLC
9. Canada Malting Co. Limited
10. Canadian Chamber of Commerce in Monterrey, Mexico
11. CBS Maintenance Ltd.
12. CIT Rail
13. Coalspur Mines (Operations) Ltd.
14. Coca-Cola Canada Bottling Ltd
15. Colliers Macaulay Nicolls Inc

16. Construction Supply
17. Corporativo Grupo Vida International
18. CST Canada Coal Limited
19. C-TAI Energy Corp.
20. Cushman & Wakefield Edmonton
21. Dean Marine and Excavating Inc.
22. Eastman Kodak
23. Effingham Railroad Company
24. Gaelic Tugboat Company
25. Goodrich Terminal Ltd.
26. Grizzly Oil Sands ULC
27. Grupo ZBC
28. JDS Energy & Mining Inc.
29. Johnvince Foods/Planters Canada
30. Jones Lang LaSalle Real Estate Services, Inc.
31. Keystone Shipping Co.
32. Krech Ojard & Associates, Inc.
33. The Chemours Company
34. Transgroup Global Logistics

CERTIFICATE OF SERVICE

I hereby certify that on this 4th day of May, 2021, a copy of the foregoing Submission of 100 Statements Supporting Proposed Transaction And/Or CN's Voting Trust was served by email on the service list to Finance Docket No. 36514.

/s/ Matthew J. Warren
Matthew J. Warren

Mississippi House of Representatives



92 Pigott Easterling Road
Tylertown, MS 39667
Cell: 601.303.0988
bpigott@house.ms.gov

COMMITTEE ASSIGNMENTS:

Appropriations
Agriculture, Chairman
Conservation and Water Resources
Forestry
Interstate Cooperation

REPRESENTATIVE BILL PIGOTT

District 99

Lamar, Marion and Walthall Counties

April 29, 2021

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

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

Dear Chairman Oberman:

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

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

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in every community where it operates. As the Mississippi House Agriculture Committee Chairman, CN is a critical part of Mississippi agricultural economy bringing raw inputs into our farms and moving finished commodities to market. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

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

House Agriculture Committee Chairman Bill Pigott
Mississippi House of Representatives

Mississippi House of Representatives

COMMITTEE ASSIGNMENTS:

Transportation- Chairman
Appropriations
Education
Energy
Gaming
Insurance
Interstate Cooperation
Marine Resources
Ports, Harbors and Airports



901 Beach Blvd.
Pascagoula, MS 39567
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REPRESENTATIVE CHARLES BUSBY

District 111
Jackson County

April 29, 2021

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

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

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

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in every community where it operates. As Chairman of the Mississippi House Transportation Committee, I would particularly like to point out their more than 450 employees statewide with very competitive salaries and paying taxes to the local and state economy. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

A handwritten signature in cursive script that reads "Charles Busby".

Representative Charles Busby
Chairman, Mississippi House Transportation Committee

New Capitol • Post Office Box 1018 • Jackson, MS 39215-1018
Office: 601.359.3355 • Email: cbusby@house.ms.gov



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

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

Dear Ms. Brown:

ACE Ethanol, LLC has been doing direct business with CN since 2012. Within those nine years, CN's delivery and transportation services have generally been good. ACE uses CN to transport corn on a daily basis from our locations in New Richmond, WI and Stevens Point, WI. That roughly covers 80 miles each direction. In addition, ACE uses CN to transport 80 cars of ethanol each month into the Canadian, Chicago and Rule 11 markets, while also transporting 30 cars per month of distillers' grain through Minneapolis and Chicago.

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

We believe that a combination of CN and KCS would potentially help. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

ACE Ethanol, LLC currently owns 27 railcars, which are moving on a daily basis. ACE is in position with Hi Protein Distillers Grain to export into the Mexican Poultry Market, which would be more easily accomplished with the combination of CN and KCS, as it would provide a better freight differential to make these sales attainable. While ACE conducts business via railcars, ACE also delivers ethanol, distillers' grain and corn oil via the local truck market.

Currently, ACE is using the CN as direct rail line for our Canadian customers, CN is providing transportation to switch to other rail lines in both the Minneapolis and Chicago corridors. Currently, corn is coming in a daily basis to meet our needs for ethanol production.

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

For example:

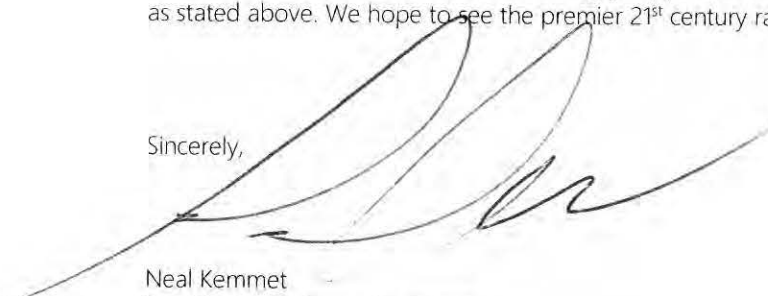
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of corn,

ethanol, and distillers' grain from New Richmond, WI to Stanley, WI and from Stevens Point, WI to Stanley, WI.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- ACE relies on the CN daily to bring corn to the ethanol plant. The CN offers 5-day service at ACE Ethanol with a dedicated crew and conductor on the rail route.

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

Sincerely,



Neal Kemmet
President and General Manager

cc: Parties of Record



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

Re: FD [36514], Canadian National—Control—Kansas City Southern

Dear Ms. Brown:

Aeropres Corporation has facilities located on both the CN and KCS. We have had a relationship with the CN for a decade now at our Morris, IL facility. The CN has always operated at this facility professionally, safely, and with the upmost respect for our staff. We have operated on the KCS for over two decades at our Sibley, Louisiana facility. The KCS has always operated at this facility professionally, safely, and with the upmost respect for our staff. Both of these railroad companies have been instrumental in our growth as a company in the past 20 years.

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

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

Our two largest facilities are located on the KCS and CN, respectively. These two facilities each produce more than our other facilities combined. A large portion of their effectiveness can be attributed to both the KCS and CNs ability to supply our rail needs. We hold both railroads in high regard. We must utilize our truck fleets when the rail service does not meet our needs at other facilities, but at Morris and Sibley we do not, this can directly be attributed to the excellent service received from the CN and KCS!

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Liquefied Petroleum Gas from Louisiana to Illinois.
- This merger would allow Aeropres to be more competitive in growing markets in Mexico.
- This merger would allow Aeropres to bring in feedstock more competitively from Canada to our Louisiana Facilities.

- The merger would allow for Aeropres to have a more streamlined secondary option for shipping rail from Illinois to the South Coast Texas Market.

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

Sincerely,

A handwritten signature in cursive script, appearing to read "Jonathan Cole".

Jonathan Cole
Supply Chain, Fleet Service Specialist

Agridyne, LLC

P.O. Box 7510

Springfield, IL 62791

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

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

Dear Ms. Brown:

Agridyne, LLC is a current customer of both the CN & KCS. Agridyne, LLC utilizes rail transportation to support the feed industry.

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

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

Agridyne, LLC utilizes truck, rail, barge for its current shipping needs. Rail is an integral part of Agridyne, LLC's shipping needs.

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

For example:

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

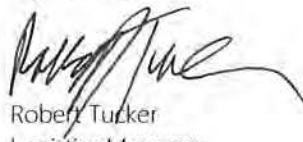
Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Agridyne, LLC unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed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

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

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

Sincerely,

Agridyne, LLC

A handwritten signature in black ink, appearing to read "Robert Tucker", with a long horizontal flourish extending to the right.

Robert Tucker
Logistics Manager

cc: Parties of Record



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Fax: (306) 525-4463

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

Re: FD [36514], CN—Control—KCS

Dear Ms. Brown:

AGT Foods is one of the largest suppliers of value-added pulses, staple foods and food ingredients in the world. We buy lentils, peas, beans and chickpeas from farmers around our facilities located in the best pulse growing regions in Canada and the United States and ship our products to over 120 countries around the globe. Founded in 2002, AGT Foods has worked closely with CN to grow from a start up company to a major player in the global food and commodity business. This success is built on a partnership of a reliable and expansive transportation network that provides economic benefit for all sectors of the agricultural industry by optimizing and/or removing challenges in the supply chain. AGT owns and operates two short-line railways connecting over 300 miles of privately owned track with CN's network in the heart of Canada's grain belt. AGT is also the owner/operator of the first private CN serviced Intermodal Ramp in Canada, located in Regina, Saskatchewan, providing much needed access to container availability and intermodal solutions in Saskatchewan as well as the Northern US states.

AGT Foods supports CN's acquisition of KCS because of the benefits and opportunities that arise with the connection in rail infrastructure operating under a single entity. These benefit of having a CN operating a transportation network servicing the North – South corridor from Canada into Mexico is exciting with many unique opportunities for the agriculture sector to supply commodities for further value-added processing. Additionally, connecting CN's network with KCS allows for a robust Intermodal network that connects multiple east, west and gulf coast port locations ensuring sufficient capacity to service the containerized import and export demands of North American shippers and consumers. This network will also reduce the environmental impact of supply chain helping to meet the target of zero emissions by 2050.

AGT Foods believes that a combination of CN and KCS would help to maintain and grow our competitiveness in the global market. CN's strong track record of success with superior service, vast intermodal network and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.



The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for AGT's production facilities and short-line rail operations to connect to our customers. Currently product is handled through trucks, transload facilities and multiple carriers whereas we could have a single dedicated service provider from supplier to customer ensuring identity preservation and reliable supply chain solutions for our customers. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of agricultural products originating on AGT owned short-line railroads to customers located in Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders providing additional opportunities for customers to access central Canada through AGT's Intermobil terminal in Regina, Sk.
- Ability to access additional port options to ensure the timeliness and fluidity of agricultural commodities in a volatile and every changing global supply chain.

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

Sincerely,

Murad Al-Katib
President and CEO
AGT Foods

cc: Parties of Record



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

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

Dear Ms. Brown:

Amar Transport Inc. has been working with CN for 20+ years for intermodal. Over this period of working with CN, Amar Transport is pleased with the level of service provided.

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

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of pet food and confectionary goods from throughout Texas to Toronto and Montreal.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- New service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. This achieved since when using rail to ship our customers'

goods, the major concern in the transportation industry of the driver (CDL) shortage is no longer an issue (increasing reliability) and expenses are reduced since our trucks, fuel and parts are used far less.

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

Sincerely,

Amardeep Singh Deol

Amardeep Singh Deol
President

cc: Parties of Record

Signature Certificate

Document Ref.: 3GJK4-MAWZM-XROHN-YBSKV

Document signed by:

	<p>Amardeep Singh Deol Verified E-mail: amar@amartransport.com</p> <p>IP: 99.234.132.123 Date: 27 Apr 2021 14:46:58 UTC</p>	<p><i>Amardeep Singh Deol</i></p> 
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Document completed by all parties on:
27 Apr 2021 14:46:58 UTC


Page 1 of 1



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**Armour Transportation Systems**
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Platinum member

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

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

Dear Ms. Brown:

Armour Transportation Systems has a long-standing transportation partnership with CN. Headquartered in Moncton, New Brunswick, Armour is Canada's 9th largest carrier with over 2000 employees and 26 terminals in Central and Eastern Canada.

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

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

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

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

Sincerely,



Ruby Murphy-Collins, CPA, CMA
Chief Operating Officer
Armour Transportation Systems

San Luis Potosí, April 27, 2021

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

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

Dear Ms. Brown:

Autotransportes El Bidente (S.A. de C.V.) has been in a commercial relationship with Canadian National for the past 9 years, with excellent communication and continuing to grow to this day.

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

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

One of the requests from Autotransportes El Bidente, is the revision of tires since they are not deemed fit for circulation according to the conditions of the roads, revision of the chassis and the times of entry and exit of the ramps.

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our Intermodal shipments from the ramp of San Luis Potosí to all possible destinations.
- CN's significant, well known experience providing seamless intermodal service throughout their network and across borders.

Autotransportes El Bidente (S.A. de C.V.) is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons stated above. We wish to be soon witnessing the birth of the main 21st century railway.

Sincerely,

Autotransportes El Bidente, S.A. de C.V.
Gustavo Fuentes Krotzch

cc: Parties of Record



Azelis Canada

Innovation
through
formulation



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

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

Dear Ms. Brown:

Azelis Canada Inc is doing business with the CN since his foundation in 1985. We are moving R/C from Québec City all across Canada and the relation between both companies is excellent.

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

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

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

Ontario
235 Advance Blvd, Unit 1
Brampton, Ontario Canada L6T 4J2

T 800 363 2134

Azelis Canada
Headquarters/Siège Social
1570 rue Ampère, Suite 106
Boucherville, QC Canada J4B 7L4

T 800 387 3943

azelis.com/canada



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

Sincerely,



Normand Brisson
Business Unit Manager



Ontario
235 Advance Blvd, Unit 1
Brampton, Ontario Canada L6T 4J2

1 800 363 2134

Azelis Canada
Headquarters/Siège Social
1570 rue Ampère, Suite 106
Boucherville, QC Canada J4B 7L4

T 800 387 3943

azelis.com/canada



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

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

Dear Ms. Brown:

BarretteWood and Barrette – Chapais are leading major forest products producer in Canada and that ships approximately 1,600 carloads per year with CN

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

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

BarretteWood is proud of our many years relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in blue ink, appearing to read "Michel Fortin". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Michel Fortin, CITT, P. Log,
Directeur Transport | Manager Transportation

BarretteWood
583 Grand-Bernier Nord, St-Jean-sur-Richelieu, Qc, J3B 8K1, CA
D: 450.357.7030 C: 438.324.0856 F: 450.357.7051
barrettewood.com



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

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

Dear Ms. Brown:

Battlefield Equipment Rentals is an Equipment rental supplier for CN. Battlefield is the Compact CAT Equipment dealer in Eastern Canada. Battlefield has been supplying CN rental equipment since 1997, and some of the products we supply CN with would include Forklifts, Backhoes, articulated booms, light towers etc.

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

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

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

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

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

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

Sincerely,

A handwritten signature in black ink, appearing to be "BZ" followed by a long horizontal stroke.

Brad Zanini, Rental Sales Manager]

cc: Parties of Record



Cabot Corporation
4400 North Point Parkway
Suite 200
Alpharetta, GA 30022
United States

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

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

Dear Ms. Brown:

Cabot Corporation has been a partner of the CN and we believe the addition of the KCS will greatly add to our service portfolio across North America.

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

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of carbon black and fumed metal oxides throughout our service regions.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

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

Sincerely,

APPROVED

By Parrish R Blackmon at 8:22 am, Apr 29, 2021

Parrish R Blackmon
Logistics and Packaging Manager, North America

cc: Parties of Record



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

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

Dear Ms. Brown:

Canepta Enterprises LTD has been shipping coal, coke and ferroalloys with the CN for several years.

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

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

Canepta Enterprises LTD transports 50,000 tons of product for the metallurgical industry in Canada by truck, vessel, and rail in North America.

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

For example:

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

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

Sincerely,

A handwritten signature in black ink, appearing to read 'PS', with a long horizontal flourish extending to the right.

Patrick Sacco
General Manager

cc: Parties of Record



April 30th 2021

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

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

Dear Ms. Brown:

Cargo County is in a new relationship with CN and working together to increase volumes and services alongside CN. We continue to work together to increase intermodal and boxcar business throughout Canada and US.

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

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

Presently, we operate in Canada and U.S.A serving a wide range of customers across the respective countries. Our transportation portfolio consists of several areas of projects serving customers within industries such as; Mail (Canada Post), consumers goods, meat/poultry products, frozen packaged foods, diverse set of fresh produce, auto parts, and more.

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

For example:

The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of consumers goods, meat/poultry products, frozen packaged foods, diverse set of fresh produce, auto parts, and more.

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

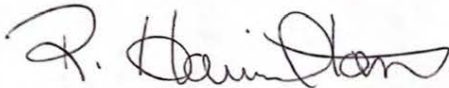
Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Cargo County unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed

decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

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

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

Sincerely,

A handwritten signature in black ink, appearing to read "R. Hamilton". The signature is fluid and cursive, with a large initial "R" and a long, sweeping tail.

Rodney Hamilton

Rodney@cargocounty.com
Director Of Intermodal
C 1-506-377-5258



CARNIVAL

INTERNATIONAL TRADING LTD.

#410 - 4538 Kingsway, Burnaby, B.C. Canada V5H 4T9

Tel: 604-325-8853

Fax: 604-325-8854

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

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

Dear Ms. Brown:

Carnival International Trading Ltd. is a company that deals with importing goods from China into the North American market. Our dealings with CN have been primarily in the transportation of goods from mainly Asia to North America. We have been in business with CN for many years now and been extremely satisfied with the competitiveness and professionalism of the company and its contacts.

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

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

As our business continues to grow to satisfy the continuous needs of the growing market, we look forward to seeing the better business opportunities that a combination of CN and KCS could provide to us. We have noticed an increasing demand with regards to products that North America in general requires and with more available avenues of transportation, be able to provide this growing market.

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

For example:

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

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

Sincerely,

A handwritten signature in black ink, appearing to read 'Garth Liu', with a stylized flourish at the end.

Garth Liu
Manager

cc: Parties of Record



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

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

Dear Ms. Brown

CTR is a long-standing vendor of CN. Though CTR supports CN predominately throughout Canada, we look to explore new gateways with our respective locations. The potential of these new reaches because of the proposed CN-KCS network could and would create new opportunities to further allow CTR to meet its expectations on growth projections to better serve CN's customers in other markets. Overall, the service with CN continues to exceed expectations, specifically to their temperature controlled Intermodal customers.

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

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

This merger will provide seamless North South connectivity which help further integrate North American supply chains and allow CTR to reach new points via rail that today would move OTR which aligns with our outlook on environmental sustainability.



Central Transport Refrigeration (Man.) Ltd.



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

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

Sincerely,

Ethan Apostle, P.eng
Carrier Operations
204-470-7556

Will Wiebe, CMA
President
204-470-5475

Central Transport Refrigeration (Man.) Ltd.



CHESTER STORE
2229 State Street
Chester, IL 62233
618-826-4502

CONSTRUCTION SUPPLY

RED BUD STORE
1250 W. Market Street
Red Bud, IL 62278
618-826-4503

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

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

Dear Ms. Brown:

Construction Supply is a distributor of building materials in the Midwest. We have a reload site on CN track located in Du Quoin, Illinois. We are very satisfied with the service that CN gives us.

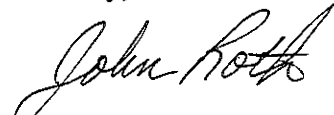
Construction Supply supports CN's acquisition of KCS because of the superior benefits of a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

Construction Supply currently purchases steel coils from Ternium located in Monterrey, Mexico and KCS has track that service this company. This merger will have a direct impact on our company and would allow us to take advantage of this situation.

The combination of the companies 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 and many more.

Sincerely,



Construction Supply
President



CONVEYOR BELT SERVICE, INC.

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

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

Dear Ms. Brown:

Since 1953 Conveyor Belt Service, Inc. repairs, installs and services heavy conveyor belts that are found in mining companies and coal-fired power plants around the nation and even the world. Its belt technicians also repair conveyors for Great Lakes shipping facilities and cargo carrying vessels.

Conveyor Belt Service, Inc. has a partnership that goes back many decades with CN, and they are a vital multimodal transportation supply chain provider.

Conveyor Belt Service, Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. CN provides a network of multimodal networks through their rail, transload, trucking, Great Lakes docks and vessels.

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

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a

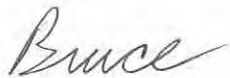
CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance the industry's ability to be competitive in the Great Lakes transload and vessel markets. Offering market extension to current KCS customers that would now be seamlessly served. This benefit would only result from a CN acquisition.
- The CN acquisition of KCS will further enhance customers competitive position by securing inland transportation and access to deep water ocean and Great Lakes docks. This is only accomplished with a CN acquisition.
- CN's significant experience providing seamless service throughout their network and across borders.
- CN's commitment to multimodal services and infrastructure investment and investment is unique to any other railroad in North America. This diversity makes CN's acquisition of the KCS the logical choice.

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

Sincerely,



Bruce Mars

President



301 East Main Street, Suite 1100
Lexington, Kentucky 40507, USA
+1 (859) 469 6818

arq.com

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

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

Dear Ms. Brown:

Corbin Project, LLC, a subsidiary of Arq, LLC, entered into an agreement with CN for financing or spurs and rail improvements. We have a long term contract with CN to move our 5 pack well cars from our plant in Corbin down to IMTT St Rose on daily manifest train runs. To date CN has been an excellent service provider with strong liaison skills, and understanding of the importance of punctual regular service

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

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

Our requirements are for service from our plant in Corbin , KY on CSX to interchange with CN at Memphis and transit on down to IMTT St Rose, and then returning the containers and cars back to Corbin, KY. Our traffic is for three of our 5 pack well cars each and every day, moving in each direction

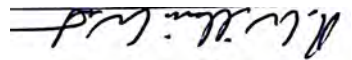
The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of our processed carbonaceous wet cake from Corbin, KY to IMTT St Rose, LA and back
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

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

Sincerely,



R. William West, President
Corbin Project LLC

cc: Parties of Record

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

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

Dear Ms. Brown:

Cordstrap Inc is a market leading manufacture in the damage prevention field and is directly supporting how manufactures safely ship their products on all North American railroads. In general, we manufacture seatbelts for cargo.

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

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

Cordstrap is a global supplier who sells and supports end users in how to safely secure goods for all modes of transportation. We also support importers with AAR rules and how to pack and secure their goods so that once they arrive into Canada or the US, that they are already compliant for all AAR and RAC rules. We have worked side-by-side with both KCS and CN and we feel that the merging would strengthen our efforts and create a safer overall market place.

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of many commodities from Canada to the Gulf Coast.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Adopt standard securement practices across a broader network that are consistent and easier to implement and scale.
- Collaborate easier on new technologies as one team, and new explore new product development ideas together for improving future railroading.

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

Sincerely,

A handwritten signature in red ink that reads "Scott Loudon".

Scott Loudon
Cordstrap USA
Director, Rail Segment Manager
Associate Member- AAR Open Top Loading Rules Committee

cc: Parties of Record





中远海运集运 (北美) 有限公司
COSCO SHIPPING Lines (North America) Inc.

April 26, 2021

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

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

Dear Ms. Brown:

COSCO SHIPPING Lines (North America) Inc. (“CSLNA” or “COSCO SHIPPING Lines”) has been a strategic partner of Canadian National Railway (“CN”) for several years in the assistance and movement of our international customers cargo throughout North America.

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

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

COSCO SHIPPING Lines relies on rail service to offer its international and domestic customers the ability to move goods in the most efficient way possible to and from port locations.

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

For example:



中远海运集运 (北美) 有限公司

COSCO SHIPPING Lines (North America) Inc.

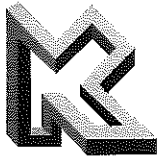
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting the movement of our customers cargo to and from port locations.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

COSCO SHIPPING Lines (North America) Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above.

Sincerely,

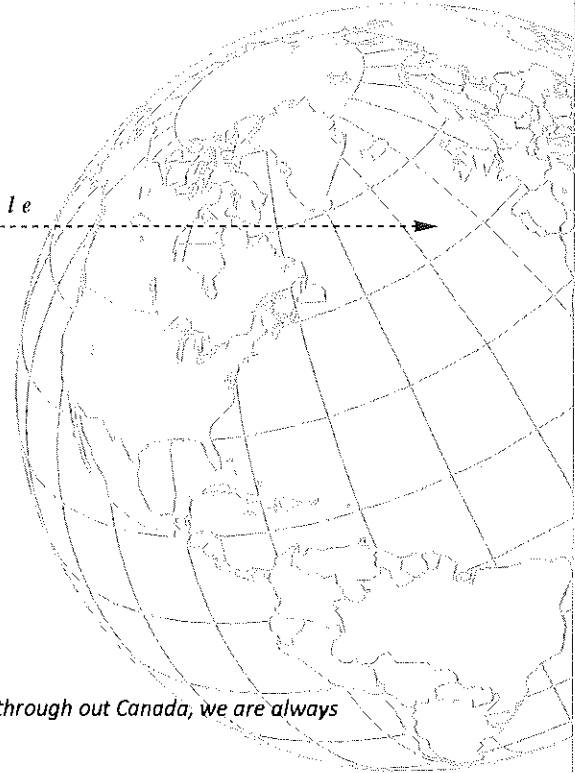
A handwritten signature in black ink, appearing to read "HE Qin", written over a horizontal line.

HE Qin
General Manager
COSCO SHIPPING Lines (North America) Inc.



KIRSCH

L'art du possible / The art of the possible



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

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

Dear Ms. Brown:

David Kirsch Forwarders Ltd has a relationship with CN for the past 75 years. Shipments through out Canada, we are always satisfied with their services and our business relationship is very positive.

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

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

The new association between CN/KCS would be very beneficial allowing us to utilize US ports.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction 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.

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

Sincerely,

Frank Saravo
President

David Kirsch Forwarders Ltd
130-455 Fenelon Blvd
Dorval (Quebec)
H9S 5T8
514-636-0233 Ext. 109

April 30, 2021

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

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

Dear Ms. Brown:

DEKRA Services, Inc. (DEKRA) supports Canadian National Railway Company's (CN) acquisition of Kansas City Southern (KCS) because of the superior benefits a CN-KCS railway will bring by offering safer service for North-South trade.

DEKRA is currently providing expert support to CN for its company-wide organizational safety and risk management improvement program. DEKRA's involvement extends to all levels of the organization, from the front-line to the CN Executive Team. It is clear to DEKRA that CN leadership has an unwavering commitment to safety excellence for the public, its customers, employees and all of CN's operations. We are also confident that this commitment to safety excellence would be leveraged and applied to KCS's business through CN's acquisition.

DEKRA has supported safety improvement efforts in rail since 1999, including being selected as a trusted partner by five of the nine Class A North American railroads. Our capabilities and processes have been studied by the FRA and published by the Volpe Transportation Center. Our approach with our rail clients has resulted in breakthroughs in safety performance approaches for the entire industry. As a supplier to the railway industry and one of North America's largest safety consulting firms, we see this transaction as beneficial to the continued "safety first and always" cultural transformation of railroads in Mexico, the United States, and Canada.

Sincerely,

A handwritten signature in blue ink, appearing to read "Matthew S. Morrison".

Matthew S. Morrison

Senior Vice President, Consulting, Training & Claims; General Counsel

cc: Parties of Record



ETG Commodities Inc.

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

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

Dear Ms. Brown:

ETG Commodities Inc is one of the leading exporters of Specialty Crops in North America. We have been using CN Rail since our inception in 2012, with much of that business being on a domestic cross Canada move. We have been using Kansas City Southern as a partner rail operator for our business going south bound through the United States to Texas.

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

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

ETG Commodities Inc annually moves 700,000mt from our facilities in the province of Saskatchewan and Manitoba. We utilize the services of many transportation partners over rail, road, and a combination of both. Our expectation of these transportation partners is to provide us with an exceptional service at a competitive cost, offering solutions to optimize where possible for cost savings.

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Specialty Crops from Canada to Texas, with furtherance into Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

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

Sincerely,



Nick Bozzelli
Freight Traffic Controller



FRONTIER
CARGO
SERVICE

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

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

Dear Ms. Brown:

FRONTIER CARGO SERVICE is company with business relationships with CN Company for 3 years ago and we are very satisfied.

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

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

For FRONTIER CARGO SERVICE is very interesting the development of business with the use the intermodal rail service. We think with priority this option for our customers. Today, we work with some IMC company for routes in USA and Canada with CN is priority

🌐 **fcs-mex.com**

☎ Oficina: (55) 4444-2165
(55) 6650-3853

📍 Av. de las Granjas 113 Int. Y,
Jardin Azpeitia, Azcapotztlaco, 02530, CDMX

Think **global...**



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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of QUEBEC from MEXICO CITY and export TOLUCA EM to QUEBEC, QC
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- [EXACTLY TRANSIT TIME, SECURITY, AND EASY OPERATION]

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

Sincerely,

Victor Hugo Velázquez
Development Business
Frontier Cargo Service SA de CV

cc: Parties of Record



We protect what matters most™

April 29, 2021

Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear STB Board Members,

My name is Michael Donoghue, Manager, National Rail Services, at GAF. Our corporate office is located at 1 Campus Drive, Parsippany, NJ 07054. I am responsible for all rail matters including pricing, operations, and rail fleet management for both the U.S. and Canada.

GAF is the largest roofing manufacturer in North America. We have major plant production locations in many key areas of the U.S. Rail is an intricate part of our supply chain network for both raw materials and finished goods. GAF ships on all Class 1 railroads and many Class 2 and Class 3 short lines. Our Minneapolis plant is served by CP and our Tuscaloosa, AL, plant by KCS. The success of our service commitments to our customers relies on a robust, fluid rail network.

On March 31, 2020, GAF wrote a letter to the STB supporting the merger between CP-KCS.

Since our submittal on March 31, CN has made a counteroffer to KCS. We have reviewed the terms of the agreement and have determined that this transaction will create some overlap in the Gulf Coast region. A CN-KCS merger will have an impact on GAF operations. Our subsidiary facility in Kremlin WI is served by CN but our facility in Tuscaloosa can be served by both KCS and NS creating a captive situation. However, GAF has a strong working relationship with CN and provides an excellent service product and so will not formally oppose this other potential merger

GAF does request that when Board is evaluating both proposals that the following criteria would apply

- 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 the addition of new single-line routes where other, larger railroads currently dominate.
- Not create an environment that allows other Class 1 railroads to seek out mergers that would be detrimental to all shippers and the public.

We trust the Board to assess the two proposals for KCS in light of these criteria for the benefit of shippers.

Sincerely,

DocuSigned by:

Michael Donoghue

CF740D48A153448

Michael Donoghue

Manager, National Rail Services



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

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

Dear Ms. Brown:

Global Food and Ingredients Inc. ("GFI") and GFI LP by its general partner, 11567403 Canada Inc. is a Canadian-owned food and ingredients company focused on value-added processing of pulses and specialty crops. GFI's three processing facilities are located in Saskatchewan, in the heart of Canada's pulse and specialty crops production. Our facilities are strategically located in key origination areas for red and green lentils, yellow and green peas, chickpeas and other specialty crops. Our Zealandia facility with a 22-car rail siding (CN) is located 90 km southwest of Saskatoon.

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

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Lentils from Zealandia down into Mexico.

Global Food and Ingredients Inc.

43 Colborne Street, Suite 400, Toronto, Ontario, M5E 1E3, Canada, www.gfiglobalfood.com



- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- GFI would benefit from having direct rail services and access from Zealandia Facility to premier ports on the U.S. Gulf, Atlantic and Pacific coasts, and Mexico, which improve efficiency and freight costs.
- It assists GFI to penetrate to the new markets while working with a reliable service provider.

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

Sincerely,

A handwritten signature in blue ink, appearing to read "David Hanna", is written over a light blue horizontal line.

David Hanna
President & CEO
Global Food and Ingredients Inc. ("GFI")
GFI LP by its general partner, 11567403 Canada Inc.

cc: Parties of Record



2010 South Main Street, Monticello, IA 52310-7707

Phone: (319) 465-6896 www.ias.coop

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

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

Dear Ms. Brown:

Innovative Ag Services is a large cooperative in central and eastern Iowa. We have two locations that are serviced by the CN railroad. They are Alden and Independence, with Alden being a shuttle train location for corn and soybeans. Most recent shipments were to the export market, Canada, and southeastern United States. There has been limited rail shipments from our locations in last year due to the derecho in central Iowa, and the truck demand from local ethanol plants, soybean crushers and feedmills.

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

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

The combined company would create 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, benefiting our shipments of corn and soybeans from Alden and Independence Iowa to additional destination markets in the United States and Mexico.
- A combined CN-KCS will improve the North American transportation network and create a true USMCA railway.

- Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.
- Customers of both companies would benefit from faster, safer, more direct and more efficient service for North-South trade.

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

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

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

Sincerely,



Robin Sampson
VP of Grain
Innovative Ag Services

cc: Parties of Record

INTERMOBIL

Intermobil Box 3192 Stn Main
Regina, SK S4P 3G7

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

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

Dear Ms. Brown:

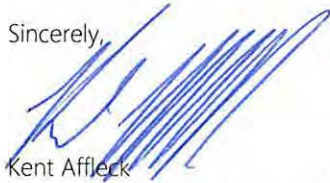
Intermobil is a privately-operated intermodal and container handling terminal, located in Regina, Saskatchewan. We provide Southern Saskatchewan access to markets worldwide, through our single service provider CN. CN's access to a wide variety of Steamship lines has opened many new opportunities, not only for our region, but also for the originating parties of these containerized products. We appreciate the CN team and their willingness to work together with us as industry partners, to ensure our supply chain is strong and complete.

Intermobil Terminal supports CN's acquisition of KCS. We feel a CN-KCS railway would offer a faster, safer, cleaner, and more cost-effective end to end option for North-South trade. From our experience with CN and their supply chain, we are confident they will be able to provide a seamless and competitive transportation corridor, that will provide new market opportunities, not available today, or through an alternative combination.

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

Intermobil Terminal is confident in and strongly supports CN's proposed acquisition of KCS. Direct and single carrier access to North America's most southern ports and terminals, will provide new opportunities for stakeholders and customers alike. We look forward to seeing this come together.

Sincerely,



Kent Affleck
Division Head, Mobil Group of Companies



Jon Stricker
Terminal Manager, Intermobil



cc: MobilGrain



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

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

Dear Ms. Brown:

Internacional de Fibras y Equipos S.A. de C.V. is constantly working with CN moving paper from Canada into Mexico for our customers.

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

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

More specifically the intermodal business has been a very helpful for our current needs as we do not have rail access into our warehouse.

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

For example:

- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway.
- The merger will provide seamless North South connectivity which help further integrate North American supply chains.
- CN knows how to grow intermodal and convert volume from road to rail.

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

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

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

Sincerely,

Jorge E. Sánchez
General Director



cc: Parties of Record



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

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

Dear Ms. Brown:

JJ Heavy Truck Graphics is a supplier of truck graphics and lettering to CN Transportation.

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

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

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

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

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

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

Sincerely,

A handwritten signature in blue ink, appearing to read 'Jack Vickers', is written over a faint, light blue circular stamp or watermark.

Jack Vickers
Vice President
JJ Heavy Truck Graphics Ltd.

cc: Parties of Record

KINGSBURY
ELEVATOR, INC.



P.O. Box 66 / 5621 S US Hwy 35 / Kingsbury IN 46345
Phone: (219) 393-5581 / Fax: (219) 393-5475

April 28, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
Washington, DC 20423-0001

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

Dear Ms. Brown:

The Kingsbury Elevator, Inc., Kingsbury Indiana, is supporting the proposed merger of the CN and KCS railroads.

The Canadian National Railroad has been our partner for decades, enabling us to offer exemplary service and competitive pricing to the agricultural community. The proposed merger would enable a more cost-effective access to southern markets in the United States and Mexico, one of the primary importers of U.S. agricultural products. In addition, this same improved access from the south will create new opportunities for expansion of our business by creating more efficient routes to transport raw materials from the southern United States to our facility in northwest Indiana.

In this ever-growing global economy, any opportunity to reduce costs and improve efficiency is welcomed. This proposed merger of the CN and the KCS railroads is one such opportunity.

Sincerely,

A handwritten signature in black ink, appearing to read "Edgar Lindborg", written in a cursive style.

Edgar Lindborg, president
Kingsbury Elevator, Inc.

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

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

Dear Ms. Brown:

Kletke Hay & Straw has had a relationship with TransX and its various subsidiaries, providing highway trucks and trailers to Kletke's for over 10 years shipping van loads of straw and hay bales all over Canada and United States on our behalf. Kletke's has had a great relationship over time with service, dependability, and trust over these years to help the Kletke business grow in the past 16years.

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

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

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

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

Kletke Hay & Straw presently relies on an informal arrangement of independent highway carriers to facilitate the movement of over 1,200 trailers per year to the Wisconsin, Illinois, Indiana, Texas, Kansas, Iowa areas of the United States. This process could be materially improved upon using a more comprehensive integrated network using a combination of rail and highway assets. In addition, the expanded transportation network combined with brokerage services provided by TransX and CN, would open new markets to Kletke Hay & Straw to the southern states we sell to.

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

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of highway trailers and containers from Manitoba, Canada to Wisconsin, Indiana, and Kansas and Texas.
- CN's significant experience providing seamless intermodal service throughout their network and across borders. Kletke Hay & Straw is confident in and supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the merger of this 21st century railway come to life.

Sincerely,
Kletke Hay & Straw

A handwritten signature in black ink, appearing to read 'Chris Kletke', is written over the typed name and title.

Chris Kletke
CEO

April 29, 2021

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

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

Dear Ms. Brown:

Krech Ojard & Associates is an engineering and consulting firm that works within the rail community and has strong roots within the mining, manufacturing, steel products, agribusiness and energy industries.

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

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

Krech Ojard works with many modes of transportation including rail with most Class 1 Railroads as well as short line railroads, trucking, barges, lake and ocean vessels. CN is a valued partner in Minnesota and North America.

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

For example:

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

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. United States Steel Corporation unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when

choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

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

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

Sincerely,



NELS OJARD, PE, PENG
Krech Ojard & Associates, Inc
President/CEO

cc. Parties of Record



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

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

Dear Ms. Brown:

Madawaska Victoria Industrial Park (MVIP) is an Industrial Park project that will offer full rail service to the local New Brunswick, northern Maine, and Gaspé coast companies. Our rails will handle Intermodal, Fuel cars, Box cars as well as other types of cars for the food, manufacturing, distribution, and wood industry in this area. We are supporting this venture as this will benefit our offering to our local customer base.

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

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

We are currently working with our customers to offer them global access with our rails and this change would open up more markets for us and our customers with faster and more economic transportation.

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



20 Moulin Road
Saint André (NB),
E3Y 3A4

T: 1.506.473.####
F: 1.506.473.####
E: info@mvip.com

On **track** for business!



For example:

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

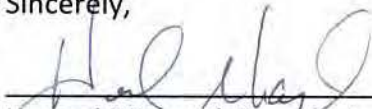
Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. MVIP unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision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

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

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

Sincerely,

Sincerely,



Hermel Michaud, President

April 29th, 2021



20 Moulin Road
Saint André (NB),
E3Y 3A4

T: 1.506.473.####
F: 1.506.473.####
E: info@mvip.com

On **track** for business!



Dear Ms. Brown:

MGF is a Canadian based Freight Forwarder and 3PL solutions provider for a variety of customers from industrial to finished goods throughout North America. MGF offers solutions for conversion of road freight to intermodal.

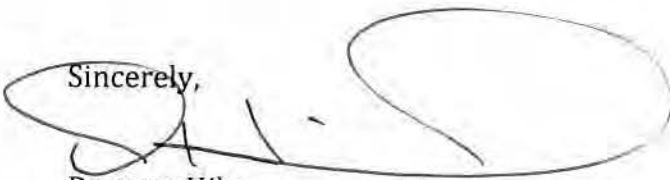
MGF supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

Sincerely,



Dwayne Hihn

President Manitoulin Non Asset Group

Shipping Your World™



MARS SUPPLY

YOUR INDUSTRIAL SUPPLY PARTNER

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

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

Dear Ms. Brown:

As one of the leading independent industrial supply distributors in the Upper Midwest, Mars Supply provides a unique blend of products, valued services, local inventory and award-winning customer service.

Mars Supply has a partnership that goes back many years with CN, and they are a vital multimodal transportation supply chain provider.

Mars Supply supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. CN provides a network of multimodal networks through their rail, transload, trucking, Great Lakes docks and vessels.

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

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

For example:

- The combined company's single-owner, single-operator service would enhance the industry's ability to be competitive in the Great Lakes transload and vessel markets. Offering market extension to current KCS customers that would now be seamlessly served. This benefit would only result from a CN acquisition.
- The CN acquisition of KCS will further enhance customers competitive position by securing inland transportation and access to deep water ocean and Great Lakes docks. This is only accomplished with a CN acquisition.
- CN's significant experience providing seamless service throughout their network and across borders.
- CN's commitment to multimodal services and infrastructure investment and investment is unique to any other railroad in North America. This diversity makes CN's acquisition of the KCS the logical choice.

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

Sincerely,

A handwritten signature in cursive script that reads "Bruce".

Bruce Mars

President



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

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

Dear Ms. Brown:

Michaud Petroleum Inc. is a fuel distributor and a Shell retail station reseller. We supply fuels to and own C-store locations, Truck Stops, Wholesale distribution of fuel and lubricants with a fuel volume in the hundreds of million liters per year. We are currently in talks with CN to move our fuel by rail from western Canada and southern US.

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



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

As mentioned previously, we are looking to access southern US petroleum and this change with CN will be most beneficial to do so economically and in a shorter time frame.

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

866. Boul. E.H. Daigle Blvd.
Grand-Sault | Grand Falls NB E3Z 3E8
www.michaudpetroleum.com

Service 24H

 1.506.473.1197
1.888.883.1197
 1.506.473.4082

Page 1 of 2



For example:

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

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

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

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

Sincerely,

Sincerely,



Claude Lemay, Exec. Director.

April 29th, 2021



MILLAR WESTERN FOREST PRODUCTS LTD.

TEL: 780.486.8200 FAX: 780.486.8282



April 27, 2021

Cynthia T. Brown

Chief, Section of Administration

Office of Proceedings

Surface Transportation Board

395 E. Street, S.W.

Washington, DC 20423-0001

Re: FD 36514, Canadian National and CN Rail Operating Subsidiaries Control of Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown,

Millar Western Forest Products Ltd. is a manufacturer of lumber, wood pulp, and value-added forest products with four production facilities in the province of Alberta, Canada. Our products are shipped globally via rail, truck, break bulk ships, and container ships.

A large volume of our product is sold to US and Mexican markets where efficient rail access and transit times, as well as competitive freight costs, are very important. We originate product on CN-served lines at two of our mills, and the ability to move goods from our production facilities in Canada through to Mexico on a single line service would greatly improve our ability to serve our customer base.

Millar Western Forest Products Ltd. supports CN's initiative to acquire the KCS as we believe the new combined network would improve our ability to efficiently supply our southern US markets and assist our growth in Mexico. If this acquisition occurs, we believe there would be increased business opportunities for both shippers and receivers across commodity sectors, providing import and export growth opportunities for Canada, the United States, and Mexico.

Regards,

Greg Simpson

Director of Logistics & Administration

Millar Western Forest Products

Office: 780-486-8281

Cell: 780-717-6950

Fax: 780-486-8283



National Carbon Technologies, LLC
1 Imation Way Oakdale, MN 55128
(906) 372-4100

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

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

Dear Ms. Brown:

NATIONAL CARBON TECHNOLOGIES LLC is a global leader in production of high value carbon products from renewable biomass. We operate the largest advanced biocarbon production facility in North America with capacity to convert hundreds of thousands of tons of biomass into patented carbon products. National Carbon Technologies is continuing to grow and expects to produce over 1 Million Metric Tons of high energy biomass carbon for both domestic use and for export by 2023. National Carbon's patented process when used, helps to reduce carbon emissions through our process and for the processes of our domestic and international customers. Our products are produced from third-party certified sustainably-sourced biomass and our patented production process uses renewable energy and has the lowest life-cycle environmental impact in the world for production of advanced carbon products.

As National Carbon Technologies continues to grow, the Canadian National Railway has been right there with us helping us to deliver our products to both our domestic customers and to seaports for our international customers. The CN provided us with not only rail services, but also the planning and advice to help us to build a strong transportation and distribution infrastructure. Also, as a clean energy company ourselves, we appreciate the ability of the CN to help us understand the carbon emissions saving realized through intelligent and deliberate use of rail within the United States and Canada.

NATIONAL CARBON TECHNOLOGIES LLC supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. Specifically, this acquisition will help National Carbon to reach additional domestic customers and seaports more effectively.

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

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


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

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

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

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

Sincerely,

A handwritten signature in blue ink, appearing to read "Eric O. Estep", with a long horizontal line extending to the right.

Eric O. Estep
Director of Logistics
National Carbon Technologies, LLC

cc: Parties of Record



2626 1st Ave. South | P.O. Box 818 | Fort Dodge, IA 50501

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

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

Dear Ms. Brown:

My name is Dan Dix and my business address is 2626 1st Ave. South, Fort Dodge, IA 50501. I am the General Manager of NEW Cooperative, Inc. In my role, I am responsible for the leadership of a grain and supply company with over 5500 farmer owners.

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

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which we believe will result in a fast, safe and economical rail option for us.

Sincerely,

A handwritten signature in cursive script that reads "Dan Dix".

Dan Dix
General Manager

new kensington

April 27th, 2021

TRADING INC.

77 Roberta Drive
Toronto, Ontario

M6A 2J8
CANADA

Tel: (416) 820-3837

E-mail: newkt@rogers.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DD 20423-001

Re: FED 36514

Dear Ms. Brown: Since 2012, New Kensington Trading Inc. has been a consistent supplier to CN for logo products and other miscellaneous sundries. We are shipping goods and offering services to ten trucking terminals. The business relationship is very consistent with fair business and ethical practices, we have never had a issue with the company, to the contrary we have experienced a high level of satisfaction at all levels of our relationship. All practices have been executed with integrity and safety above all govern all decision-making and transactions.

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

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

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

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS. We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment of market competition.

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

Sincerely,

Bill Epstein
President, New Kensington Trading Inc.

NorClay Manufacturing

Clay is our best!

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

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

Dear Ms. Brown:

Norclay is a distributor of Bentonite and Clay in North America and works closely with CN to bring their raw material from US into Burlington, ON in Canada.

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

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

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

For example:

- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway. Compared to other transportation modes, rail is the most fuel-efficient method of moving freight over land. CN can help customers reduce GHG emissions by leveraging rail for the long haul and trucking over shorter distances
- Together, CN and KCS would have a robust network of end-to-end single-owner, single-operator services from Mexico to Canada – more than any other Class I railroad – with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.

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

- Furthermore, this transaction would provide shorter distances than would be offered by the proposed KCS and CP transaction on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal.

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

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

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

Sincerely,



Fitzroy Johnson
Owner

cc: Parties of Record



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

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

Dear Ms. Brown:

Optimodal, Inc. division of Odyssey Logistics provides liquid bulk intermodal services to the Chemical Industry, and we utilize CN rail services as part of our intermodal network. They are a user friendly partner that is accessible when needed for service issues, new lane start up, and they have a smooth interface for rail billing purposes. We primarily ship from New Orleans to Western Canada and Eastern Canada on the CN intermodal network.

Optimodal supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. In particular, we feel this acquisition would open up a direct corridor between Canada and both Houston and Mexico which are key markets that are currently indirect and expensive to ship via intermodal. A seamless intermodal route would enable us to be more competitive vs. tank truck; allowing us to convert more shipments to a greener solution that helps with the industry's driver capacity challenges while offering a savings in freight cost. This acquisition would open up more single line service that will benefit our intermodal business and chemical shippers throughout North America.

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

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

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

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

Sincerely,

A handwritten signature in black ink, reading "Barb Slawter". The signature is written in a cursive, flowing style.

Barb Slawter
President, Optimodal Inc.
Cc: Parties of Record



Suite 2500 – 666 Burrard Street
Vancouver, BC | Canada V6C 2X8
604 901-2442 | info@pacifictraverse.com

April 29, 2021

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

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

Dear Ms. Brown:

Pacific Traverse Energy is an energy infrastructure development company in British Columbia, Canada developing an LPG export terminal in Kitimat, BC.

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

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

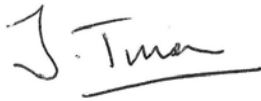
Pacific Traverse Energy has been working with CN as our rail provider to deliver unit trains of LPG to our proposed LPG export facility in Kitimat, BC. The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us.

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

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

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

Sincerely,



Jonathan Turner

Executive Vice President, Corporate Affairs

cc: Jason Tielker, PTE Executive Vice President, Project Delivery



Pacrim Steel ULC
PO Box 36063, Lakeview Post Office,
Calgary, AB T3E 7C6

Calgary Phone: 403-234-8227
Calgary Fax: 403-234-8228
USA Phone: 425-452-9988
USA Fax: 425-746-2106

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

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

Dear Ms. Brown:

Pacrim Steel ULC(Pacrim) Ships thousands containers with CN in the past 15 years, and will keep this long term relationship in the future.

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

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

Pacrim's pipe and equipment movement all over the world rely on efficient and safe services of rails and shipping lines under multi-mode transportation.

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments on OCTG from Asian countries to Canada and US.

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

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

Sincerely,

Sunny Duan
Procurement Manager

A handwritten signature in black ink, appearing to be 'Sunny Duan', written over the printed name. The signature is stylized and extends across the line.

cc: Parties of Record



Peninsula Plastics
CUSTOM INJECTION MOULDING

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

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

Dear Ms. Brown:

Peninsula Plastics is an injection mould design and product manufacturing company based in Ontario, Canada, that has had a long standing relationship with CN shipping both raw materials and finished products to destinations across North America.

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

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

Peninsula Plastics' designs and manufactures parts for companies and industries located all around the world. The expanded capability of a CN-KCS network would allow us to increase competitiveness and market reach across The US and Mexico.

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

For example:

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

- CN invests in technology and is prepared to extend our recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- This transaction would yield demonstrable benefits for the environment across the states and regions through which KCS's tracks traverse by diverting significant volumes of truck traffic onto rails, which deliver better fuel efficiency at lower cost.
- Unlike other railroads, CN has a Chicago advantage when moving goods to Detroit or western Canada. It travels around Chicago not through the heart of the city, removing the risk of seasonal – sometimes crippling – rail bottlenecks and creating fewer interchanges.

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

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

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

Sincerely,



Jake Bolton
Vice President

cc: Parties of Record



150 MONTREAL TORONTO, SUITE: 103 LACHINE. QC. H8S 4L8 CANADA

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

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

Dear Ms. Brown:

PEXTRANS CONTAINER GROUP INC is proud partner to CN, we have work closely in partnership based on our import and export logistics business cross all CN Rails line in North America, with full satisfaction of the logistical support they have given us over the years of business together. Timely deliveries and customer-friendly service are vital to stay a step ahead of the growing competition in these areas! Thanks to CN, the set goals are achieved.

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

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

PEXTRANS CONTAINER GROUP INC is proud of our [4] year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jiddou Maloum M.', written over a horizontal line.

JIDDOU MALOUM M.
CHIEF OPERATIONS MANAGER CANADA

cc: Parties of Record



PO BOX 599, CHESTERTON IN 46304
800-245-6457

April 29, 2021

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

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

Dear Ms. Brown:

Pinkerton Oil Company, Inc. is a wholesale fuel supplier and has been servicing CN for the past 6 years. We provide CN fuel direct to locomotive and to storage tanks at their various yards. We can provide fuel same day or next day as required. We currently have a fuel contract with them for 5 years.

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

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

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

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

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

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

Sincerely,



Jim Ford
General Manager

cc: Parties of Record

Plains States Commodities, LLC

P.O. Box 7510

Springfield, IL 62791

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

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

Dear Ms. Brown:

Plains States Commodities, LLC is a current customer of both the CN & KCS. Plains States Commodities, LLC utilizes rail transportation to support the feed industry.

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

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

Plains States Commodities, LLC utilizes truck, rail, barge for its current shipping needs. Rail is an integral part of Plains States Commodities, LLC's shipping needs.

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

For example:

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

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

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

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

Sincerely,

Plains States Commodities, LLC

A handwritten signature in black ink, appearing to read "Robert Tucker", with a stylized flourish at the end.

Robert Tucker
Logistics Manager

cc: Parties of Record



PRAIRIE RIVER MINERALS LLC

Prairie River Minerals LLC
415 NW 8th Avenue
GRAND RAPIDS
Minnesota
55744

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

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

Dear Ms. Brown:

Prairie River Minerals is a burgeoning iron ore shipper with CN in Minnesota. We are developing a long-term plan to recover marketable iron ore materials from existing natural ore waste rock stockpiles and utilizing CN's local dock services for furtherance to markets.

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

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

Prairie River Minerals will use many modes of transportation including rail with other Class I Railroads as well as short line railroads, trucking, barges, and Lake Vessels. CN is a valued supply chain partner in the movements of the raw materials that will help drive success for our future.



PRAIRIE RIVER MINERALS LLC

Prairie River Minerals LLC
415 NW 8th Avenue
GRAND RAPIDS
Minnesota
55744

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we would like to penetrate, benefiting our shipments of Iron Ore from Minnesota to Mexico.
- The combined company would help us move products to new markets through possible new export ports in Mexico.

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

Sincerely,

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

Lawrence Sutherland
CEO – Prairie River Minerals

cc: Parties of Record



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

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

Dear Ms. Brown:

Premay Pipeline Hauling LP is a CN customer in Canada where we have worked on numerous pipeline projects over the past decade. Our working relationship covers many facets of the railroad system (cargo loading, rail freight, and cargo offloading). These different aspects of work have provided the opportunity for Premay & CN to work collaboratively within many departments across the CN organization.

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

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

Premay Pipeline Hauling LP is a trucking company that works with CN on projects that require long-haul distances, as well as, CN sidings to accommodate the loading and offloading of cargo (pipe), The CN cooperation on these pipeline projects contribute to the success of Premay and the projects as a whole.

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

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

Sincerely,

Dave Morrison
VP, Sales & Marketing
Premay Pipeline Hauling LP

cc: Parties of Record



St-Flavien, April 28th 2021

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

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

Dear Ms. Brown:

Produits Minéra inc. is a CN's customer since 2007. We support CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

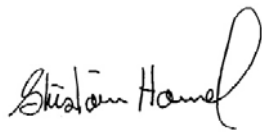
We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions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

Produits Minéra use CN track and unload facilities in the US and Canada.

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

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

Sincerely,

A handwritten signature in black ink that reads "Ghislain Hamel". The signature is written in a cursive style with a large, looping initial 'G'.

Ghislain Hamel, ing. MBA
CEO
Produits Minéra inc.

cc: Parties of Record



Pro-Force Transportation & Logistics Inc.

Apr 29, 2021

Cynthia T. Brown

Chief, Section of Administration

Office of Proceedings

Surface Transportation Board

395 E. Street, S.W.

Washington, DC 20423-0001

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

Dear Mrs. Brown,

Pro-Force Transportation & Logistics Services Inc has been working with CN in various aspects of intermodal transportation needs within Canada for the last couple of years. CN plays a vital role in the movement of containers across Canada for several of our customers.

Pro-Force Transportation & Logistics Services Inc supports CN's acquisition of KCS because of the superior benefits would bring by offering a faster, seamless and more direct service for the North-South trade route.

We believe that a combination of CN and KCS would help us win and grow in our respective markets. CN's strong track and safety records provides us with the confidence that a combined CN-KCS would greatly position our needs. Furthermore, CN's track record of acquisitions provides the assurance that CN will effectively and seamlessly integrate the partnership with KCS.

We see this as a win-win opportunity providing us with a larger direct market coverage into the key areas required, as an example a direct line into the primary Atlantic Canada Port of Halifax which is a major Canadian gateway.

Boite Postale 428, Hudson, Qc. J0P1P0

The combined company would create a network with enhanced end to end single owner & operator providing faster, safer, and more economical and rail option for us. Pro-Force Transportation is confident in and supports CN's proposal acquisition of KCS for all the reasons stated above.

Sincerely,

A handwritten signature in blue ink, appearing to read 'SB', is centered on the page. The signature is fluid and cursive, with a horizontal line extending from the bottom of the letters.

Steve Bilas

President

Pro-Force Transportation & Logistics Inc.



supreme™ bulk feeds

ritchie-smith feeds, inc.

33777 Enterprise Avenue,
Abbotsford, B.C.
V2S 7T9

Phone (604) 859-7128, 1-800-242-8011

Fax (604) 859-7011

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

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

Dear Ms. Brown:

Ritchie Smith Feeds, Inc. is a feed manufacturer in British Columbia, Canada that has been producing high quality feed supplying the livestock industry since 1968. CN rail has been a key rail freight provider to our business transporting feed grains from primarily the Canadian Prairies into our facilities in Abbotsford, BC.

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

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

Ritchie Smith Feeds sources feed grains primarily from CN origin loading sites, however the use BNSF and CP rail are also utilized based on access to other feed grains, primarily corn. The combined CN/KCS network may allow more seamless access to loading sites in the US Corn belt allowing access to a broader range of suppliers of corn into our local industry.

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of corn from the western corn belt to Abbotsford, BC.

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

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

Sincerely,



James Colquhoun
Director of Purchasing, Ritchie Smith Feeds, Inc.

cc: Parties of Record



1925 52 nd avenue Lachine
Tel:514-677-0481
nmalik@ssttransport.ca
Fax:450-689-5294

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

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

Dear Ms. Brown:

S&S Transport is one of the many customers of CN. S&S has cargo containers in CN which we pull out.

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

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

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

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

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

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

Sincerely,

A handwritten signature in black ink that reads 'Malik Nake'. The signature is written in a cursive, flowing style.

cc: Parties of Record



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

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

Dear Ms. Brown:

Safety Plus is a Trucking Service Provider that acts as a DOT Sample Collection Site for CN Railways in the Greater Toronto Area. We have acted in this capacity since 2019 and are pleased with the dignified way that CN conducts their business.

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

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

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

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

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

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

Sincerely,

A handwritten signature in black ink, appearing to read "DP Singh", with a horizontal line extending to the right.

DP Singh,

President

cc: Parties of Record



7420 rue Verite Saint-Laurent
Quebec, Canada H4S 1C5

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

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

Dear Ms. Brown:

SGH Logistics is full service third party logistics solution and as a North American logistics provider, we ensure our global clients' needs are met and their market share is grown efficiently.

SGH's devotion is to provide quality customer service, security, savings, successfully overcome any challenges, learn and relate to our customers' requirements and be one step ahead of the curve. Our customers choose SGH Logistics because we are results driven in providing cutting-edge technology, online tools, business solutions, and dedicated services. For over five years, we have been using CN services to support our clients across North America. CN Rail has played an important role to our customer's success and we will continue to count on their railway solutions.

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

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

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

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

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

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

Sincerely,

A handwritten signature in blue ink, appearing to read "HS" with a stylized flourish.

Harinder S.
VP of Operations

cc: Parties of Record



Stepan Company
Corporate Headquarters
22 West Frontage Road
Northfield, Illinois 60093
Telephone (847) 446-7500



Customer Service: 1-800-457-7673
Technical Service: 1-800-745-7837

www.stepan.com

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

April 29, 2021

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

Dear Ms. Brown:

Stepan Company is a global manufacturer of specialty chemicals headquartered in Northfield, Illinois. CN is the service railroad at Stepan's Millsdale site which is our largest production facility in North America. In 2020, Stepan shipped and received approx. 7,300 rail car transactions via CN. Out of 7,300, 400 transactions involved KCS and/or KCSM who is a subsidiary of KCS for both inbound and outbound traffics between US and Mexico.

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

From Stepan's perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CN-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 – 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 CN-KC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Stepan 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 a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal, and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

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

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

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

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

Sincerely,



Jose Luis Palacios
Global Supply Chain Director

cc: Buck Rogers - Vice President, Petroleum and Chemicals | Sales and Marketing
Stephanie Jones - Account Manager, Petroleum & Chemicals | Sales & Marketing



April 29, 2021

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

**Attn: Cynthia T. Brown
Chief, Section of Administration**

Dear Ms. Brown:

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

T-RAIL Products is a client of CN serving the North American Rail Industry for over 25 years.

T-RAIL Products supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

For example:

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

T-RAIL Products is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

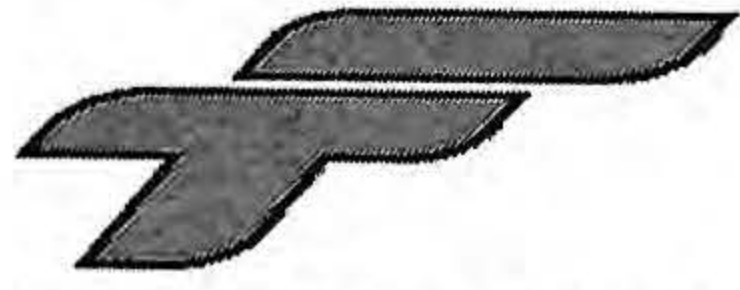
Best regards,

T-RAIL PRODUCTS INC

A handwritten signature in black ink, appearing to read 'Lisa Tuningley', with a stylized flourish at the end.

LISA TUNINGLEY | PRESIDENT | C +1 604.802.1969 | E lisat@t-railproducts.com

T-Rail Products Inc.
108 – 18663 52nd Ave, Surrey, BC V3S 8E5 Canada
T 778-574-3500 F 778-574-5500
E info@t-railproducts.com www.t-railproducts.com



FLATLINER TRANSPORT

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

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

Dear Ms. Brown:

Transport Flatliner Inc. is a transport company, providing transportation services as a customer to CN since 2003.

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

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

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

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

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

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

Sincerely,

Clifton Robinson
President

cc: Parties of Record



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

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

Dear Ms. Brown:

Twin Rivers Paper Company LLC is a leading major producer of label, packaging publishing and technical papers and lumber with its management office in Portsmouth, NH which relies on CN as an important supply chain supplier.

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

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

Twin Rivers Paper Company LLC is proud of our many years relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in blue ink, appearing to read "Steve Collard".

Steve Collard
VP Supply Chain
Twin Rivers Paper Company LLC
85 New Hampshire Avenue, Suite 100, Portsmouth NH 03801
Office: 603-433-8325
Cell: 207-316-8736
steve.collard@twinriverspaper.com

cc: Parties of Record



April 28, 2021

The Honorable Cynthia T. Brown
Chief, Section of Administration
Surface Transportation Board
395 E. Street, S.W., Room #100
Washington, DC 20423-0001

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

Dear Ms. Brown:

On behalf of United Cooperative, I write today in favor of CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create 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 being able to provide the seamless transportation and service that would otherwise not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of corn, soybeans and wheat from Wisconsin to additional destination markets in the US and Mexico.
- A combined CN-KCS will improve the North American transportation network and create a true USMCA railway.
- Allows United Cooperative to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.
- CN invests in technology and is prepared to extend their recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

United Cooperative is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. Thank you for taking the time to consider our request.

Sincerely,

David A. Cramer
United Cooperative
President and Chief Executive Officer



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

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

Dear Ms. Brown:

Western Canada Express (WCE) has a long standing transportation partnership with CN. WCE is a quality focused and customer centric LTL carrier headquartered in Concord connecting Eastern and Western Canada. WCE companies also compete within the US truckload and LTL markets.

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

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

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

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

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

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

Sincerely,

A handwritten signature in black ink, appearing to read 'Tom Santaguída', is written over a light blue circular stamp.

Tom Santaguída
Vice President
905-761-4150

Cynthia T. Brown

Chief, Section of Administration

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

April 27, 2021

FD 36514, CANADIAN NATIONAL RAILWAY COMPANY, GRAND TRUNK CORPORATION, AND CN'S RAIL OPERATING SUBSIDIARIES—CONTROL—KANSAS CITY SOUTHERN, THE KANSAS CITY SOUTHERN RAILWAY COMPANY, GATEWAY EASTERN RAILWAY COMPANY, AND THE TEXAS MEXICAN RAILWAY COMPANY


Dear Ms. Brown,

Wi-Tronix, LLC has been a key Internet of Things (IoT) technology supplier to both CN and KCS for roughly ten (10) years providing solutions that improve CN's safety, operational efficiency, and service reliability.

As a supplier to the railway industry and proponent of open and free trade Wi-Tronix, LLC does not object to the proposed CN acquisition of KCS because of the benefits a CN-KCS railway would bring by offering fast, safe, fuel efficient service for North-South trade. This transaction will support the growth of trade between Mexico, USA and Canada which will be both beneficial to us and to the overall economy.

Furthermore, we are also supportive of any opportunity that could convert truck freight to rail as it benefits the environment and sustains our rail infrastructure and improves longevity of our roadways.

Sincerely,

DocuSigned by:

F0AAFCE38B8C4B9...

Michael D. Heilmann
Executive Vice President and COO
Wi-Tronix, LLC



Office of the Mayor



Town of Oyen

P.O. Box 360
Oyen, AB T0J 2J0

Telephone (403) 664-3511

Fax (403) 664-3712

Email: badlandscharters@gmail.com

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

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

Dear Ms. Brown:

The Town of Oyen and CN Rail have been partners serving customers in the Oyen Regional Rail Park for many years, and have enjoyed a great working relationship and received excellent service from CN over this period. Together we have imported thousands of cars of frac sand from the US in support of Alberta and Saskatchewan's Oil and Gas Industry; pipeline construction equipment for TC Energy and its contractors, and shipped CFB Suffield-based field personnel trucks – to bases in Europe. CN has always provided the necessary rail services support on a timely and efficient basis with the added advantage of direct main line access to primary North American markets and ports.

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

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

The Town of Oyen is proud of our 5 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the

inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in blue ink, appearing to read 'DAJ', with a long horizontal flourish extending to the right.

Doug Jones,
Mayor, Town of Oyen

cc: Parties of Record



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

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

Dear Ms. Brown:

APEX or Agricultural Products Extension LLC is a commodity merchandising company that specializes in the distribution of animal feed ingredients throughout the US, Canada, and internationally. As an entrepreneurial trading company, we have worked as partners with CN for over 15 years to grow our business in existing and emerging markets.

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

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

APEX is proud of our long-lasting relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in black ink, appearing to read "Jon Lewandowski".

Jon Lewandowski
Logistics Manager

cc: Parties of Record

53 to van Toronto/Brampton



Altex Energy Ltd.
1100, 700 – 9th Avenue S.W.
Calgary, AB Canada T2P 3V4
Phone: 403-508-7525
www.altex-energy.com

April 29, 2021

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

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

Dear Ms. Brown:

Altex Energy Ltd. ("Altex") has been a strategic partner of CN and KCS since 2012. Because of our strong relationship with both CN and KCS, Altex has been able transport non-hazardous, heavy undiluted bitumen to refineries across the United States. Altex relies greatly on CN's ability to interchange cargo with KCS in a safe, reliable, and cost-effective manner in order to access key markets in Alabama, Louisiana, and Texas. Our relationship with both CN and KCS has contributed significantly to Altex's ability to become one of Canada's premier crude-by-rail companies.

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

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

Altex is proud of its 10-year relationship with CN and we appreciate CN's outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—clearly demonstrates the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in black ink, appearing to read 'C. Layton', written over a horizontal line.

Curtis Layton
VP, Business Development & Transportation

cc: All Parties of Record



Aurora

WOOD PELLETS

April 30, 2021

Cynthia T. Brown

Chief, Section of Administration

Office of Proceedings

Surface Transportation Board

395 E. Street, S.W.

Washington, D.C. 20423-0001

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

Dear Ms. Brown:

Aurora Wood Pellets Ltd is a working partner with the Canadian National Railway Company with that we currently have a 4,000-meter rail siding that is tie to their northern railway to the Northwest Territories, Canada. We are developing additional track for the future development of logistical northern needs. Canadian National Railway Company has been a great partner for us in expanding our opportunities to create more logistical cost savings along with eliminating green house emissions with hauling more via rail than by truck.

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

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

We see with the combination of CN and KCS that we will be able to source additional commodities with cost savings and speedier delivery times for our northern customers.

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

For example:

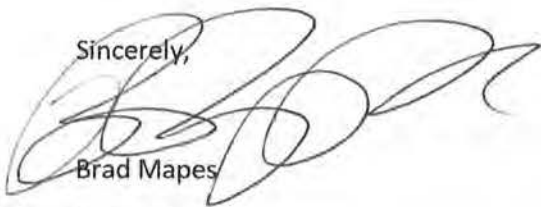
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our transporting wood pellets from our site to lower side of North America and reaching southern ports.
- CN's Significant experience providing seamless intermodal service throughout their network and across borders.

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

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

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

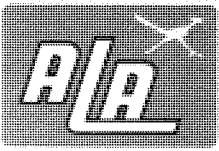
Sincerely,



Brad Mapes

President / CEO

Aurora Wood Pellets Ltd



TRANSPORTES

General Escobedo, Nuevo León, April 30th, 2021

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

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

Dear Ms. Brown,

[Auto Líneas América S.A. de C.V.] is [been an excellent business partner of KC and, undoubtedly will be same service with our partner CN regarding transportation railroad demand opportunities.]

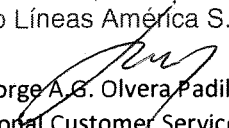
[Auto Líneas América S.A. de C.V.] unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

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

[Auto Líneas América S.A. de C.V.] is proud of our current year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

[Auto Líneas América S.A. de C.V.]


Lic. Jorge A. G. Olvera Padilla
[National Customer Service Coordinator]

cc: Parties of Record

AUTO LÍNEAS AMÉRICA, S.A. DE C.V.

Carretera a Colombia 3200
Gral. Escobedo, N.L. 66050 México
Tel. (81) 8154 5000
www.alasa.com


GRUPO TRANSPORTES
MONTERREY

BCI Bulkhaul Carriers Inc

PO Box 26025 Paulik Park

380-9100 Blundell Rd.

Richmond, BC Canada V6Y 2E0

Tel. 604-727-7233

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

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

Dear Ms. Brown:

BCI Bulkhaul Carriers operates a Transload Facility in Langley, BC served by CN Rail.

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

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of lumber, steel and paper products from the Port of Vancouver to Southwestern United States and Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

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

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

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

Sincerely,



Dan Wallace
President

cc: Parties of Record

RENTALS, LEASING, SALES, SERVICE & PARTS

April 29, 2021

9076 River Road
Delta, B.C. V4G 1B5
Phone: 604-940-0210
Fax: 604-940-0610
Toll Free: 1-800-891-8858
www.oceantrailer.com

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

Dear Ms. Brown:

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

C. Keay Investments Ltd. (dba Ocean Trailer) has had relationship with Canadian National Railway (CN) and its various subsidiaries, providing highway trailers, container chassis and shipping containers to CN for more than 17 years. In addition to the supply of highway trailers, CN through its subsidiaries, also provides brokerage services to C. Keay Investments Ltd. and handles all imports and exports to and from Canada, on our behalf.

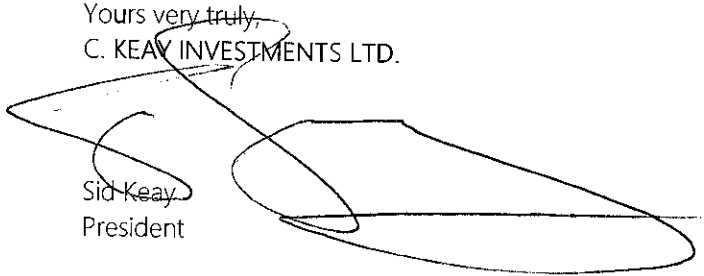
C. Keay Investments Ltd. unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy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

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

C. Keay Investments Lt. is proud of our 17 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Yours very truly,
C. KEAY INVESTMENTS LTD.

Sid Keay
President



cc: Parties of Record



The C. Reiss Company, LLC

April 30, 2021

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

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

Dear Ms. Brown:

With over 135 years of operation, The C. Reiss Company (Reiss) is a recognized name in the bulk commodities and logistics market in the Great Lakes region. Reiss terminals handle over 2 million tons of bulk materials annually, including coal, limestone, petroleum coke, and salt. These commodities are the foundation of American industry, infrastructure, and power. Reiss's relationship with CN is strong and we have integrated them into our transportation planning and multimodal services within the Upper Midwest. Over the many years of our relationship Reiss has relied on CN for service which exceeds our expectations. CN's service commitment is a standard that we compare others to. Their focus on understanding our business and transportation requirements is one of the reasons why we are a success with our supply chain requirements.

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

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

C Reiss is proud of our 25-plus year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—clearly demonstrates the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Mark Cummings
President



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

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

Dear Ms. Brown:

Canada Malting Co. Limited has had a long relationship with Canadian National Railway for over 80 years. CN Rail serves our Montreal, PQ, Thunder Bay, ON and Calgary, AB plants in Canada in which we distribute barley from our grain elevators, from Canadian farmers to our plants to manufacture malted barley. Our customers are all over North America, and we depend on CN Rail to ensure our product is transported to all of our customers via carload and intermodal containers.

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

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

Canada Malting Co. Ltd. is proud of our 80 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Patricia Dunlop
Director, North American Logistics

cc: Parties of Record



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

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

Dear Ms. Brown:

The Canadian Chamber of Commerce, Monterrey Chapter ("Cancham Monterrey") is a chamber of commerce which promotes trade and cultural exchange between Canadian and Mexican companies. CN is a member of Cancham Monterrey.

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

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

Cancham Monterrey is proud of our relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—clearly demonstrates the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Noe G. Elizondo Buenfil
President
Canadian Chamber of Commerce, Monterrey Chapter
(Asociacion de Comercio del Canadá en México Capitulo Monterrey, A.C.)



Cámara de Comercio de
Canadá
Capítulo Monterrey

Cc: Parties of Record

W. canchammy.org

E. direccion@canchammy.org

D. José Clemente Orozco 335, Valle Oriente



C.B.S. MAINTENANCE LTÉE/LTD.

372, rue McArthur
St-Laurent, Québec H4T 1X8
Tél.: (514) 337-6214 • Fax: (514) 337-6410

Friday April 30th, 2021

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

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

Dear Ms. Brown:

CBS Maintenance Ltd., is the provider of on-site janitorial commercial cleaning services for all building types to CN across North America since 1996.

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

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

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

CBS Maintenance Ltd., is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read "Peter Salonikidis". The signature is fluid and cursive, with a long, sweeping tail that extends downwards and to the right.

Peter Salonikidis
President
CBS Maintenance Ltee./Ltd.
372 McArthur
Saint-Laurent, Quebec H4T 1X8
Tel: 514-337-6214
Fax: 514-337-6410



Jeff Lytle
President, CIT Rail

April 30, 2021

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

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

Dear Ms. Brown:

CIT Rail is a major railcar and locomotive leasing company that serves the North American rail industry. Both Canadian National (CN) and Kansas City Southern (KCS) are two of our highly valued customers.

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

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

Sincerely,

Jeffrey T. Lytle
President, CIT Rail



Coalspur Mines (Operations) Ltd.

Box 6146

Hinton, AB T7V 1X5

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

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

Dear Ms. Brown:

Coalspur and its parent company have a long and productive working partnership with CN both in the United States and Canada within the coal industry (Illinois Basin and Canada).

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

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

Coalspur is proud of our two-decade long relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.



Sincerely,

A large, bold, black handwritten signature that appears to read "D.S. Swartz".

Donald S. Swartz
SVP – Sales and Marketing

Coalspur Mines (Operations) Ltd.

Box 6146

Hinton, AB T7V 1X5



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

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

Dear Ms. Brown:

Coca-Cola Canada Bottling Ltd (CCCBL) is a long-standing customer of CN. We ship predominately throughout Canada; however, we look to explore new gateways with our respective locations. Overall, our service with CN continues to exceed our expectation.

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

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

CCCBL is proud of our long-term relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in blue ink, appearing to read "Dave Keenan", is written over a light blue horizontal line.

Dave Keenan
Director Transportation
Coca Cola Canada Bottling Ltd



April 30, 2021

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

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

Dear Ms. Brown:

Colliers Macaulay Nicolls Inc. ("Colliers") is a reputable commercial brokerage with over 400 offices in 68 countries. Colliers works very closely with CN Rail to assist mutual clients source rail solutions. We greatly value our longstanding relationship with CN Rail, who are very responsive and instrumental in navigating solutions for our clients.

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

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

Colliers is proud of our long term relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment — demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

DocuSigned by:

A50F01D209AD45B...

Richard Darling | Managing Director
Colliers Macaulay Nicolls Inc.

cc: Parties of Record

CHESTER STORE
2229 State Street
Chester, IL 62233
618-826-4502

CONSTRUCTION SUPPLY

RED BUD STORE
1250 W. Market Street
Red Bud, IL 62278
618-826-4503

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

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

Dear Ms. Brown:

Construction Supply is a distributor of building materials in the Midwest. We have a reload site on CN track located in Du Quoin, Illinois. We are very satisfied with the service that CN gives us.

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

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

Construction Supply is proud of our 10 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,



Construction Supply
President



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

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

Dear Ms. Brown:

Corporativo Grupo Vida International] is constantly working with CN company that provides hopper cars to our subsidiary company "Canadian Oats Milling" located in Edmonton, Alberta. The product we ship is oats in diferent presentations

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

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

Corporativo Grupo Vida International is proud of our 10 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Felipe Gomez Fajardo
President

cc: Parties of Record



Suite 500, 800 - 5th Avenue SW, Calgary, Alberta T2P 3T6, Canada

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

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

Dear Ms. Brown:

CST Canada Coal Limited (CST Coal) is a Canadian metallurgical coal mining company located in Grande Cache, Alberta. We have been working with CN for over 50 years. CN receives and hauls our coals from Winniandy station in Alberta to Coal Terminals at West Coast Canada.

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

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

CST Coal is proud of our 50-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

CST Canada Coal Limited

Suite 500, 800 - 5th Avenue SW, Calgary, Alberta T2P 3T6, Canada

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

Michael Wong
Director, Marketing & Logistics

cc: Parties of Record

CTAI Energy Corp.

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

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

Dear Ms. Brown:

C-TAI Energy Corp. (CTAI), through Ms. Carrie A. Chase has had a long-standing relationship with CN and KCS. Over the previous 10+ years CTAI has assisted numerous companies including Canadian producers, downstream USGC refiners, Canadian/US Midstream companies to ship heavy crude and spent refinery catalyst from Canada to numerous downstream offload locations in many US states. CN and CTAI have collaborated to provide cost effective, efficient, and integrated logistics solutions to enhance access to tidewater exports for Canadian producers utilizing intermodal bladders for crude and other various industry sectors, such as Sulphur.

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

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

CTAI is proud of our 10-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—clearly demonstrates the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,



CTAI Energy
Carrie Chase
CEO and President

Cc: Parties of Record

Cushman & Wakefield Edmonton
Suite 2700, TD Tower
10088 – 102 Avenue
Edmonton, AB T5J 2Z1
Tel +1 780 420 1177
Fax +1 780 424 9780
www.cwedm.com



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

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

Dear Ms. Brown:

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

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

Cushman & Wakefield Edmonton is proud of our 25-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in black ink, appearing to read "Doug MacKay". The signature is stylized with a large, sweeping initial "D" and a long, horizontal stroke that loops back under the name.

Doug MacKay
Partner
Industrial Sales and Leasing

Direct: +1 780 917 8339
Mobile: +1 780 994 3656
Fax: +1 780 424 9780
Doug.MacKay@cwedm.com

cc: Parties of Record

DEAN MARINE & EXCAVATING, INC.

75 AVERY STREET – MOUNT CLEMENS, MI 48043

PH: 586-855-6751 FAX: 586-421-5444

EMAIL: DEANMARINE1@ICLOUD.COM

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

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

Dear Ms. Brown:

Dean Marine and Excavating Inc. provides excavating equipment and contractors services. We also offer seawall construction and repair, dredging, foundation piles, project design, trucking, equipment transportation, environmental cleanup as well as marina construction and towing services. Dean Marine and Excavating has a partnership that goes back many years with CN, and they are a vital multimodal transportation supply chain provider.

Dean Marine and Excavating's relationship with CN is strong and we are integrated with them as a viable business partner benefitting both of our companies as well as CN's customers. CN's service commitment is a standard that the industry should be compared to. Their focus on understanding our business and transportation requirements is why we are a success with our supply chain requirements.

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

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

Dean Marine and Excavating is proud of our multi-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN

has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in blue ink, appearing to read 'D Williams', with a large, stylized flourish extending to the right.

Dean Williams
President

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

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

Dear Ms. Brown:

Eastman Kodak is in successful partnership with TransX (subsidiary of CN) for around 20+ years experiencing great mutual benefit with Domestic Canada and cross border shipments.

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

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

Eastman Kodak is proud of our 20+ year relationship with TransX (subsidiary of CN) and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,



Justin de Souza
Eastman Kodak
Transportation Manager US&C

cc: Parties of Record



EFffingham
RailRoad
company

P.O. Box 190 • 129 N. Kennedy Blvd. • Vandalia, IL 62471
618-283-2268 • Fx: 618-283-2234 • www.efrr.com

April 29, 2021

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

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

Dear Ms. Brown:

Effingham Railroad (EFRR) operates trackage in Effingham, IL connecting with Canadian National (CN). We handle a variety of products including plastic pellets, metal products and forest products.

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

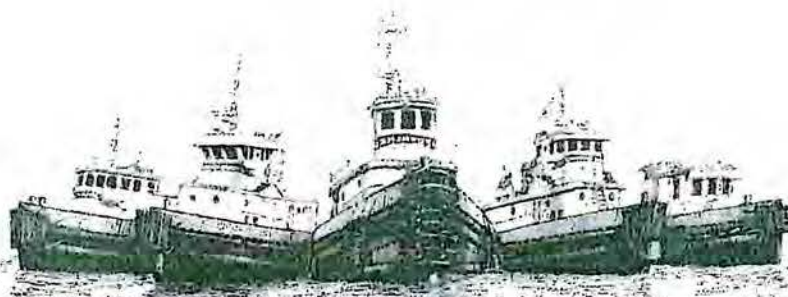
To ensure fair and transparent review of CN's voting trust, Effingham Railroad also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level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

We are proud of our relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Charles Barenfanger
President
Effingham Railroad Company

cc: Parties of Record



GAELIC TUGBOAT COMPANY

POST OFFICE BOX 707 - LINCOLN PARK MICHIGAN 48146

April 30,2021

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

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

Dear Ms. Brown:

With over 40 years in the marine transportation and towing business, Gaelic Tugboat Company, has the experience, personnel, and fleet of tugs and barges to meet every towing need and challenge. Our fleet of tugboats is suitable for any and every towing need – large or small. With 2000 – 3000 hp engines, longer, wider and heavier hulls providing increased stability pulling capability, and unobstructed visibility, our tugs are unsurpassed for ship handling and power on the lakes. Equipment and heavy lifts, salvage and stranding, and dead ship towing. Gaelic Tugboat Company has a partnership that goes back many years with CN, and they are a vital multimodal transportation supply chain provider.

Gaelic Tugboat Company's relationship with CN is strong and we are integrated with them as a viable business partner benefitting both of our companies as well as CN's customers. CN's service commitment is a standard that the industry should be compared to. Their focus on understanding our business and transportation requirements is why we are a success with our supply chain requirements.

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

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

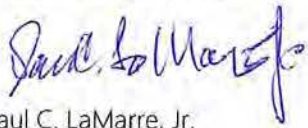
PHONE: 313-841-9440 - WWW.GAELICTUGBOAT.COM - FAX: 313-841-8738

(2.)

Gaelic Tugboat Company is proud of our multi-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

GAELIC TUGBOAT COMPANY

A handwritten signature in blue ink that reads "Paul C. LaMarre, Jr." with a stylized flourish at the end.

Paul C. LaMarre, Jr.
Corp Treasurer



Goodrich Terminal Ltd.

P.O. Box 16601, RPO Bear Creek Surrey, BC V3W 2P5. Ph: 604 583 0006 Fax: 604 584 0006

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

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

Dear Ms. Brown:

Goodrich Terminals has a strong relationship with CN over the years. Goodrich Transload lumber on CN Rail to across United States. With the purchase of KCS we will able to expand to different markets.

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

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

Goodrich has secured customer commitments for on average, 270 rail carloads per month. The incremental revenue and profitability due to the rail link extension from Goodrich's facility to the Cn Rail switch bolster the company's already strong financial position.

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

For example:

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



Goodrich Terminal Ltd.

P.O. Box 16601, RPO Bear Creek Surrey, BC V3W 2P5. Ph: 604 583 0006 Fax: 604 584 0006

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

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

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

Sincerely,

Sucha Seikhon
President

cc: Parties of Record



Fifth & Fifth #2040, 605 - 5 Avenue SW Calgary, Alberta Canada T2P 3H5
(403) 930-6400 www.grizzlyoilsands.com

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

April 30, 2021

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

Dear Ms. Brown:

Grizzly Oil Sands ULC is a junior oil producer focused on production from the heavy oil reserves located in North-East Alberta, Canada. Grizzly and its shareholders believe that wide regional price differentials afflicting heavy oil produced in western Canada are due to export capacity constraints. To maximize its oil production netback, Grizzly has made significant commitments to market its growing production stream by rail. Grizzly has railed its production to various locations across North America, including the large refining complexes in Southern Louisiana and Texas. In accessing these refineries, Grizzly has worked with both C.N. and KCS. Grizzly has found the service efficient from both parties and would expect a combined rail entity would only increase that efficiency. In developing marketing strategies, Grizzly has worked with the C.N. business personal and found them accommodating and helpful in growing shipping opportunities. We look forward to seeing the extent of those opportunities as the combined KCS/CN entity would be a first North American rail carrier.

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

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

Grizzly is proud of our 8 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Serge Bisson
President - Grizzly Oil Sands ULC.

cc: Parties of Record



México City, April 30 2021

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

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

Dear Ms. Brown:

Grupo ZBC is a Custom Broker of Frontier Cargo Services, CN's customer since 2019 from whom CN ships via intermodal in CNRU containers paper Rolls from Sherbrooke, PQ to Toluca, EM.

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

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

Oficina AICM
Av. 602 S/N Local 6-B Edificio de Agentes Aduanales
Zona Federal A.I.C.M. C.P, 15620.
Venustiano Carranza, Ciudad de México

Oficina Manzanillo
Dolores Hidalgo N.º 12,
Col. 16 de Septiembre
Manzanillo Colima, C.P. 28239

Oficina Toluca
Niños Héroes 6, Piso 3, Col. San Pedro
Totoltepec, C.P. 50222, Toluca
Estado de México



Grupo ZBC is proud of our two year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Jorge Mario Zorrilla de la Concha
Customs Broker
jzorrilla@grupozbc.com.mx
Grupo ZBC
Agencia Aduanal y Operador Logístico

Oficina AICM
Av. 602 S/N Local 6-B Edificio de Agentes Aduanales
Zona Federal A.I.C.M. C.P. 15620.
Venustiano Carranza, Ciudad de México

Oficina Manzanillo
Dolores Hidalgo N.º 12,
Col. 16 de Septiembre
Manzanillo Colima, C.P. 28239

Oficina Toluca
Niños Héroes 6, Piso 3, Col. San Pedro
Totoltepec, C.P. 50222, Toluca
Estado de México



PARTNERS IN
ACHIEVING
MAXIMUM
RESOURCE
DEVELOPMENT
VALUE

JDS Energy & Mining Inc.
Suite 900 – 999 West Hastings Street
Vancouver, BC V6C 2W2
t 604.558.6300
jdsmining.ca

May 1st, 2021

The Honourable Cynthia T. Brown

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

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

Dear Ms. Brown:

JDS Energy & Mining Inc, through its wholly owned subsidiary Cariboo Central Rail Contractors provides track construction, maintenance and repair services to CN, in western Canada and beyond since 2005

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

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

JDS Energy & Mining Inc is proud of our 15 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.



JDS Energy & Mining Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life and be a part of it.

Respectfully,

Jeff Stibbard, P.Eng, CEO

JDS Energy & Mining Inc.

Cc: Parties of Record

PLANTERS



JOHNVINCE FOODS

April 30th 2021

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

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

Dear Ms. Brown:

Johnvince Foods is a long-standing customer of CN. We ship predominately throughout Canada; however, we look to explore new gateways with our respective locations in Canada and the United States. Overall, our service with CN continues to exceed our expectations and meet all our needs.

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

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

Johnvince Foods is proud of our 3-year relationship with CN and appreciate their outreach to us since April 20th of this year regarding the proposed KCS-CN combination. Their voting trust— as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment— clearly demonstrates the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

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

Luis Deviveiros
Vice President of Operations
Johnvince Foods/Planters Canada



22 Adelaide Street West, Suite 2600
Toronto, Ontario
M5H 4H3

April 30, 2021

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

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

Dear Ms. Brown:

Jones Lang LaSalle Real Estate Services, Inc. (JLL) is a provide partner of CN, providing consulting and commercial real estate brokerage services across CN's network.

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

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

JLL is proud of our 3-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in black ink, appearing to read "Dave Lehto". The signature is fluid and cursive, with a large loop at the end.

Dave Lehto, EVP & National Lead
Jones Lang LaSalle Real Estate Services, Inc.

cc: Parties of Record

KEYSTONE SHIPPING CO.

SUITE 600
ONE BALA PLAZA EAST
BALA CYNWYD, PENNSYLVANIA 19004-1496

April 30, 2021

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

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

Dear Ms. Brown:

Keystone Shipping is a global provider of innovative maritime transportation solutions. We deliver operational excellence by performing the highest quality vessel operations and ship management in the maritime industry. Keystone delivers the highest quality waterborne transportation of bulk cargoes safely, efficiently, and with the utmost environmental concern, to ports within the United States, and around the globe. Keystone Shipping has a partnership that goes back many decades with CN and they are a vital multimodal transportation supply chain provider.

Keystone's relationship with CN is strong and we are integrated with them as a viable business partner benefitting both of our companies as well as CN's customers. CN's service commitment is a standard that the industry should be compared to. Their focus on understanding our business and transportation requirements is why we are a success with our supply chain requirements.

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

To ensure fair and transparent review of CN's voting trust, Keystone Shipping also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's

proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Keystone Shipping is proud of our multi-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,



Donald R. Kurz
President

April 29, 2021

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

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

Dear Ms. Brown:

Krech Ojard & Associates is an engineering and consulting firm that works within the rail community and has strong roots within the mining, manufacturing, steel products, agribusiness and energy industries.

Krech Ojard works with many modes of transportation including rail with most Class 1 Railroads as well as short line railroads, trucking, barges, lake and ocean vessels. CN is a valued partner in Minnesota and North America.

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

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

Krech Ojard is proud of our 30+ year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,



NELS OJARD, PE, PENG
Krech Ojard & Associates, Inc
President/CEO

cc. Parties of Record



The Chemours Company
1007 Market Street
PO Box 2047
Wilmington, DE 19899

302-773-1000 t
chemours.com

April 30, 2021

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

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

Dear Ms. Brown:

The Chemours Company is a global leader in Titanium Technologies, Thermal & Specialized Solutions, Advanced Performance Materials, and Chemical Solutions providing its customers with solutions in a wide range of industries with market-defining products, application expertise and chemistry-based innovations. Chemours is headquartered in Wilmington, Delaware and is listed on the NYSE under the symbol CC.

Both CN and KCS are strategic supply chain partners without whom Chemours would not be successful. Chemours relies on CN to provide safe and efficient rail transportation for both inbound raw materials and outbound finished product at its manufacturing site in Woodstock, TN and likewise, Chemours relies on KCS for the safe and efficient delivery of raw materials to its manufacturing site in Delisle, MS. These two manufacturing sites alone represent well over 10,000 loaded inbound and outbound railcars per year. Excluded here are any railcars to / from our other sites in which either CN or KCS participates as a linehaul partner.

The Chemours Company supports CN's request that the Surface Transportation Board's current major merger rules be applied to this proposed transaction. Any merger involving KCS with another Class I carrier should not be subject to a different outdated and limited set of rules. That is why Chemours believes the STB should review this combination under the modern new rules, as opposed to having a combination with KCS reviewed under rules from four decades ago that have been opposed by multiple trade associations representing rail shipper interests.

In addition, Chemours unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP. We also support CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.



The Chemours Company
1007 Market Street
PO Box 2047
Wilmington, DE 19899

302-773-1000 t
chemours.com

The Chemours Company and its predecessor is proud of its 69-year relationship with CN and its predecessor road(s) and appreciate their outreach to us to discuss their plan for the combined CN-KCS network. Their request that the current major merger rules apply to any mergers involving KCS—as well as their proposed voting trust and their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—aligns with the customer-focused approach to business to which we have become accustomed. As the proposed merger develops, we hope that all parties show the same commitment to the current STB rules that CN has demonstrated.

Sincerely,

A handwritten signature in black ink that reads 'Kevin G. Acker'. The signature is written in a cursive style with a vertical line at the beginning.

Kevin G. Acker
Director, Land Transportation Americas
Logistics Procurement
302 773 2270 (o)
302 438 9458 (m)

The Chemours Company
1007 Market Street; Room 520-6
Wilmington, DE 19801





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

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

Dear Ms. Brown:

Transgroup Global Logistics is a current customer of CN, shipping intermodal containers on various Canadian and U.S. Transborder lanes. Over the years, we have built a true partnership with CN. Our customers using the intermodal service benefit from a reliable and cost effective solution to ship their goods across North America.

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

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

Transgroup Global Logistics is proud of our long term relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

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

Derek Abbott
Regional Director – Eastern Canada

cc: Parties of Record