

BEFORE THE SURFACE TRANSPORTATION BOARD  
Finance Docket No. 36500

ENTERED  
Office of Proceedings  
May 10, 2021  
Part of  
Public Record

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

**CANADIAN PACIFIC APPLICANTS' SUBMISSION OF ADDITIONAL  
STATEMENTS SUPPORTING PROPOSED TRANSACTION**

Canadian Pacific Applicants<sup>1</sup> respectfully submit the accompanying 131 additional statements of support from shippers and other supporters for the Board's consideration, bringing the total submitted to date to 547.<sup>2</sup> These supporters have asked Applicants to submit their statements and letters to the Board on their behalf and to serve on all parties of record.

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<sup>1</sup> Canadian Pacific Applicants are Canadian Pacific Railway Limited, Canadian Pacific Railway Company, and their U.S. rail carrier subsidiaries Soo Line Railroad Company, Central Maine & Quebec Railway US Inc., Dakota, Minnesota & Eastern Railroad Corporation, and Delaware and Hudson Railway Company, Inc. (collectively "Canadian Pacific" or "CP").

<sup>2</sup> Some of these supporters have also filed statements expressing concerns about and/or opposition to Canadian National's ("CN") proposed takeover of KCS in Finance Docket No. 36514.

Canadian Pacific appreciates the Board's attention to this matter.

Respectfully submitted,



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*Attorneys for Canadian Pacific*

May 10, 2021

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Don Darling

Eddie Fulton

Blaine M. Higgs

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AEG Fuels LLC

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Alliance Recycling Group

Auto Lineas America

Azelis Canada

Benga Mining Limited

Buchanan Lumber Mobile, Inc.

Caravan Logistics Inc.

Clayton County Recycling Inc.

Crow Wing Recycling

Custom Bulk Services Inc.

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DeMan Construction Corp.

Edmonton Railway Contracting Ltd.

Elbow Lake Co-Op Grain

Essex Terminal Railway

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**Witness**

Shawn Murray

Annemarie J. Haskins

Greg Bartness

Maja Luciani

Shane L. Betz

Fernando Bernal

Normand Brisson

Brad Baylis

Dick Buchanan

Zoriana Workun

Fred Runde

Grant VanWyngereen

Trevor McPherson

Cody Moe

Peter DeMan

Rajinder Dhillon

Kevin Stein

Tony De Thomas

Marc Celenza

Richard Kerr

Andrea Adam

Glen Thompson

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Iron Horse Transloading  
J Carpenter Environmental, LLC.  
Kindersley Transport Ltd.  
LC Logistics GPS  
Lehigh Hanson  
Locher Evers International  
Logistique Canamex Inc.  
Matrix Chemical, LLC  
MaxYield Cooperative  
Mercuria Energy America, LLC  
Micro Oil Inc.  
Miller Precast Ltd.  
More Than Just Feed Inc.  
Nethercott Excavating Limited  
New Ulm Steel & Recycling  
New World Fuel, S.A. de C.V.  
Northcoast Reload Inc.  
Oleum Energy Solutions, LLC  
Potters Industries  
Premay Pipeline Hauling LP  
Renewable Products Marketing Group  
Sand Technologies, Inc.  
Saskatchewan Mining and Minerals Inc.  
Sethness Roquette  
South Dakota Grain & Feed Association  
South Junction Enterprises  
Sprague Operating Resources LLC  
Standard Rail Corporation  
St Marys Cement  
Supreme Structural Transport Ltd.  
Tervita Corporation  
Torch River Rail Inc.  
Transload Logistics Corp.  
Traxxside Transloading

**Witness**

Kevin Roy  
Iftikhar Wainse  
Shawn Murray  
Shane Fulfer  
Mark Schmitke  
Alejandro Ortiz Aviña  
Marc Newcomer  
Chris B. Locher  
Sylvain Jarry  
Tatiana Dowd  
Ben Buie  
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Jeffrey Stromberg  
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Josh Luneburg  
Esteban J. Benavides Chaves  
Sandeep Parhar  
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Dave Morrison  
Doug Punke  
Tim Barth  
Brent Avery  
Lloyd R. Glanz  
Kathleen Zander  
Troy Baraby  
Mike Zampano  
Jaime DeKolver  
Jim Reznik  
Jessica Christensen  
John W. Cooper  
Ron Shymanski  
G. Ben Docktor  
David Warne

**Entity**

TYR Food Products Inc.  
United Energy Trading, LLC  
VantEdge Logistics Inc.  
Wakefield Canada Inc.

**Witness**

Casey Ehrman  
Tom Smith  
Glenn Moore  
John Short

**NEW STATEMENTS OF SUPPORT FROM OTHER SUPPORTERS****Entity**

4Refuel  
A&A Paving Ltd.  
A&B Rail Services Ltd.  
All American Track, Inc.  
AVA Maintenance Management Inc.  
BossPac Engineering & Technology  
CAD Railway Industries Ltd.  
Canam Bridges Canada Inc.  
CBS Property Management Inc.  
Centera Transport Inc.  
Clifton Engineering Group  
Continental Earthmovers Ltd.  
Danella Rental Systems, Inc.  
Dehn Oil Company  
DMS Rail Ltd.  
Dooley's Petroleum, Inc.  
DPS Electronics, Inc.  
E80 Holdings, Inc.  
ESI Rail Ltd.  
Gardewine Group LP  
Goldstar Trucking Ltd.  
Groupe JMG Construction Inc.  
G&B Fiels Inc.  
Hallcon Corporation  
Hansen's Releasing Company  
Harsco Rail  
Heritage Electric Ltd.  
High Country Vac Services  
HiRail Leasing

**Witness**

Larry Rodo  
Ali Assaf  
Dave Farnsworth  
Ardella Fernow  
Devin Murphy  
Tom Droog  
Jean-Guy Bergeron  
Robin Lapointe  
George Salonikidis  
Alena Ceniti  
Paul van der Raadt  
Nathan Goofers  
Stephen Bolte  
John Dehn  
Julien Lafleche  
Scott Jones  
Susy Sands  
Timothy J. Pfeil  
Les Buzzell  
Jordan Kehler  
Fernando Nogueira  
Sandrine Girard  
Chris Neyrinck  
John R. Stoiber  
Russel Eddy  
Douglas Combs  
Bill Banning  
Travis Johnson  
Shirley Foster

**Entity**

Innovative Parts & Solutions Ltd.  
Ironhorse Railroad Contractors Ltd.  
Jim Pattison Lease  
J Line Trucking Inc.  
J. Wilk Landscaping Ltd.  
MacCosham Inc.  
Maine Track Maintenance Inc.  
Maple Leaf Construction Ltd.  
M.E.L. Cartage Ltd.  
Milrail Inc.  
National Railway Equipment Co.  
New Way Trucking Ltd.  
New West Truck Centres  
Nulogx  
Ocean Trailer  
Omega Industries Inc.  
Patco Industries, Inc.  
Priest - Construction - Electricity  
Professional Transportation Inc.  
Quadcon Group Inc.  
Red River Air Brake Inc.  
Reefer Sales & Service  
Remcan Projects LP  
Rhomberg Sersa North America  
Right of Way Consulting, Inc.  
Rural Road Construction Shortreed  
Construction Inc. Slimdor  
Contracting Ltd.  
Stantec  
Thermo King Eastern Canada  
Traction Canada  
Tru-Line Surveys Ltd.  
Veit & Company, Inc.  
Vicinity Transportation  
Wabtec Corporation  
Winmar Kootenay

**Witness**

Donna G. Molby  
Edward Meier  
Michael Rusch  
Gurpreet Chahal  
Justin Wilk  
John Bonham  
Frank M. Tingley  
Charles Hall  
Gerald Tycholis  
Donald Laplante  
Brandon Schwartz  
Randhir Brar  
Adam Asplund  
Glenn Smith John  
Cox Argyro  
Apostolou Scott  
Covelli Richard  
Priest Stephen A.  
Kessler Anna  
Prioste Andy  
Keller Brad  
Otsuka Jason  
Thomas Michael  
Match Adam  
McGugin Jack S.  
Papazian Todd  
Attrell  
Joe Berard  
Ryan P. Raske  
Don Bradd James  
Gibson Greg  
Holley Peter J.  
Williams Jake  
Cridland Gina  
Trombley  
Allan Amundson

**CERTIFICATE OF SERVICE**

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

/s/ Freesia Ferrantino  
Freesia Ferrantino

May 10, 2021



April 15, 2021

**ATTENTION:** Surface Transportation Board

My name is Eduardo A. Campirano and my business address is 1000 Foust Road, Brownsville, Texas 78521. I am the Port Director and CEO of the Port of Brownsville.

The Port of Brownsville supports approval of the CP/KCS combination. The transaction would provide significant benefits.

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

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

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

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

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



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

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

#### VERIFICATION

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

Executed on APRIL 15, 2021 [date].

 [Signature]  
Eduardo A. Campirano



The City of Saint John

**Mayor Don Darling**  
Mayor's Office  
Bureau du maire

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

ATTN: Surface Transportation Board

As Mayor of Saint John, I am writing to support Canadian Pacific Railway's bid to acquire Kansas City Southern Railway. Most notably my support stems from CP Rail's significant infrastructure investments facilitating a return to Port Saint John and our region. Port Saint John's access to both class one railways is critical to our region's growth potential. Furthermore, the diversification of the East coast supply chain is good for all of North America.

CP Rail's acquisition of KCS is seen as far away as Saint John, New Brunswick as a critical piece of a diversified North American supply chain. This diversification is important to every port from Mexico and US Gulf Ports to Vancouver and Saint John as well as every major distribution centre in Canada and the United States. The monopolization of the supply chain that we had experienced on the East Coast of Canada, prior to CP Rail returning to Port Saint John, made us less competitive. The same competitive disadvantage will happen to US Gulf Coast Ports unless the CP Rail bid is successful.

The monopolization of the supply chain leads to disruptions and economic uncertainty and should not be considered as a viable option for North American rail.

CP Rail has made a commitment to my community, one that I value and fully endorse. We want to see both class one railways maximize their success starting in Port Saint John and branching out across the North American logistics network. CP Rail's acquisition of KCS has my full support as the only option for our economy's success.

Don Darling

Mayors office



P.O. Box 1971 Saint John, NB Canada E2L 4L1 | [www.saintjohn.ca](http://www.saintjohn.ca) | C.P. 1971 Saint John, N.-B. Canada E2L 4L1

ALDERMAN:  
HARRY WHEAT III, AT-LARGE  
JOE BROOKS, WARD 1  
BRIDGETT M. PETERS, WARD 2  
RONALD HOLLOWAY, WARD 3  
JAMES BUCHANAN, WARD 4



EDDIE FULTON, MAYOR  
LISA HARRIS, CITY CLERK

April 30, 2021

**ATTN: Surface Transportation Board**  
**RE: Objection to KCS Waiver in Finance Docket No. 36514**

The City of Quitman submits this letter to express its concerns related to potential application of the KCS waiver in connection with Canadian National's ("CN") bid to acquire Kansas City Southern ("KCS").

CN's submissions in this docket and in the pending CP/KCS docket are confusing in that CN seems clear that it does not want the KCS waiver to apply. But out of an abundance of caution, we are submitting this letter to state our objection to the KCS waiver applying to a CN/KCS transaction. We would not be surprised if CN's embrace of the waiver was designed to lull stakeholders into believing that there was no need for file objections.

There are several reasons why a waiver should not apply to any aspect of CN's proposed takeover of KCS (including the use of a voting trust), a transaction that have vastly different impacts from the CP/KCS transaction for which the STB has already held the KCS waiver would apply.

- CN is a much larger railroad in the U.S. than CP, and unlike a combined CPKC, CN/KCS would not be the smallest U.S. railroad.
- Unlike the CP/KCS combination, which is truly end-to-end in nature, a potential CN/KCS combination is heavily overlapping across much of KCS's U.S. system. There are likely profoundly serious competitive harms, and CN proposes to fix just a handful of 2-to-1 points. These impacts on competition are exactly the kinds of issues to which the 2001 merger rules were intended to apply.

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PHONE: 601.776.3728 • FAX: 601.776.4016  
EMAIL: [info@ci.quitman.ms.us](mailto:info@ci.quitman.ms.us)

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- The potential “downstream” impacts of a CN transaction are significant: unlike CP/KCS, which leaves the six largest railroads in basically the same relative positions, CN/KCS would destabilize the balance of the six-carrier network, creating pressure for CP and others to combine. That is exactly the kind of issue the 2001 rules were designed to address.
- CN’s much higher cash bid for KCS implies an incredibly significant acquisition premium that we are concerned would create incentives for CN to raise rates even in those instances where it is not harming competition. This is the kind of issue that the 2001 merger rules provide the Board with greater flexibility to address.
- **CN’s proposal to acquire KCS would kill the CP/KCS deal, which we see as a perfect fit that injects new competition into the rail industry. In addition, it would destroy any opportunity for municipalities along the eastern side of Mississippi to be able to competitively move products to the Deep-Water Ports at Pascagoula and Mobile. Any rail addition on this side of the state would not be started or completed. As soon as CN acquires KCS’s shares, the CP/KCS deal is dead. Thus, a waiver allowing use of a voting trust without formal Board public interest review (which CN has already applied for) would be inappropriate.**

Respectfully submitted,



Eddie Fulton, Mayor of Quitman, MS



April 30, 2021

Mr. Martin J. Oberman, Chairman  
US Surface Transportation Board  
395 E Street SW  
Washington, DC 20423

Dear Mr. Oberman:

Our two countries enjoy a unique and long-standing history, and the largest trade relationship in the world. Our economies are closely intertwined, and shared prosperity requires our continued partnership and collaboration. Therefore, important regulatory decisions in one country can have a ripple effect in the other.

It is for that reason that I write to express my enthusiastic support for the merger agreement between Canadian Pacific Railway Limited (CP) and Kansas City Southern (KCS).

The proposed combined network would create the first rail network connecting the United States, Mexico and Canada. Moreover, it will provide increased competition and support North America's economic growth.

CP Rail's return to service in our province of New Brunswick is proving to be an economic game-changer and is providing much-needed competition to the other Class 1 railroad operating in our region, Canadian National Railway (CN).

The Port of Saint John is a deep-water port, capable of handling a variety of cargo types, and together with CP, shippers can access domestic, North American and international markets. This return to service by CP also offers a connection to the Port of Searsport, Maine, which will drive economic growth along the US eastern seaboard.



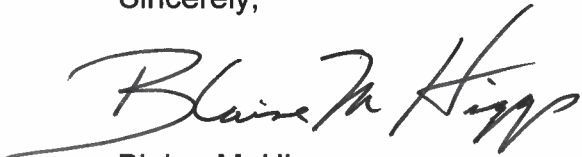
Mr. Martin J. Oberman

.../2

I urge the U.S. Surface Transportation Board to reject CN's request for a voting trust structure and reject any waiver from a full public interest review for CN's voting trust proposal. On the other hand, since CP's proposed acquisition of KCS raises none of the same competition concerns and would in fact enhance competition and further level the playing field for rail shippers in North America, the Board should approve its proposed voting trust.

Thank you in advance for your consideration.

Sincerely,

A handwritten signature in black ink, reading "Blaine M. Higgs". The signature is written in a cursive, flowing style with a long horizontal stroke extending to the left.

Blaine M. Higgs  
Premier

April 30, 2021

ATTENTION: Surface Transportation Board

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



5 Suns Transloading hereby files this letter to express its concerns to the bid by CN to acquire KCS and state its support for the CP-KCS combination.

We support swift approval of the CP-KCS combination because of the significant benefits the combination would bring, including expanded markets and port options, improved service options, and invigorated transportation competition. The combination of CP and KCS would also provide great access to fertilizers/DDGs for farmers in a cost-effective manner.

By contrast, a CN acquisition of KCS would lead to a reduction in competition and deprive shippers of the many tangible benefits offered by the CP/KCS deal. Specifically, we would be harmed by the reduction in competition that would result from a CN acquisition of KCS.

From our perspective, the only combination involving KCS that is in the public interest is the one that CP has proposed. Unlike the CP/KCS combination, the acquisition of KCS by CN would result in harm to competition because the two railroads today serve many locations and shippers in common. Indeed, they operate parallel lines between Baton Rouge and New Orleans and Eastern Mississippi; they both serve grain and other shippers in large swaths of the Midwest and Southern United States; and they both reach the port of Mobile, Alabama. Even more fundamentally, between the Upper Midwest and Gulf Coast, a CN/KCS combination would reduce the number of independent routing options from four to three.

We expect a combined CPKC network to offer seamless, single-line service that will improve our transportation options and provide a better alternative to the options that already exist. A CN-KCS combination would limit competitive carrier options to markets and ports south of Kansas City.

Respectfully submitted,



---

Shawn Murray  
Owner/President



301 Lindenwood Drive Suite 305  
Malvern, Pennsylvania 19355

Phone: 610.662.9060

Fax: 484.913.1345

**ATTENTION: Surface Transportation Board**  
**RE: STB Finance Docket No. 36500**  
**CP-KCS Potential Combination**  
**To Whom It May Concern:**

I am writing on behalf of AC LOGISTICS, INC, in regards to the recently proposed unsolicited offer by Canadian National (CN) to acquire the Kansas City Southern (KCS) railroad. As a shipper of goods that consumers and businesses in North America rely on, we require a marketplace for rail transportation that is both service and commercially competitive. We believe that the CN's proposal for the KCS will create a high degree of market dominance that will negatively impact service for shippers across Canada, the USA and North America. In contrast, Canadian Pacific's proposal will help enhance competition by levelling the advantages that CN holds in the market today in Canada and the USA.

Today, CN's network holds unique single-line access to markets in Canada like Prince Rupert, British Columbia; Halifax, Nova Scotia; New Orleans, Louisiana; Mobile, Alabama; and Jackson, Mississippi. This single-line access is used advantageously when customers seek alternative transportation solutions with CN's competitors. By creating a CN network that adds the coverage of KCS' network, their competitive behavior will become even more punitive. They will be able to leverage their access to intermodal markets in the Southern USA and Mexico to force shippers to pay more to move goods on their network in Canada and the US Midwest that is subject to competition. Furthermore, with their control over key markets and transportation lanes, CN will have no incentive to improve service. Ultimately it will be consumers that will suffer as a result of CN's market dominance. This simply cannot happen.

In comparison, CP's proposal to acquire the KCS will create a more balanced and competitive marketplace that will compete with the CN in markets like the US Gulf and afford shippers more single-line options for goods moving between the USA and Canada. CN will continue to hold monopoly positions in Prince Rupert and Halifax, but will have to compete in more markets and hold an overall less dominant position. CP's proposal, if successful, should enhance the competitive landscape and be to the benefit of the rail transportation market in North America.

Because of these reasons, I believe that at a CN-KCS merger should be resoundingly rejected while a CP-KCS merger be authorized to create a safer, more efficient, and more competitive North American rail network. It will be in the best interest of all North American shippers to support the CP-KCS proposal and reject the unsolicited CN-KCS proposal.

Regards,

*AnnMarie J. Weckis*  
President





April 27, 2021

ATTENTION: Surface Transportation Board

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

AEG Fuels LLC hereby files this letter to express its concerns to the bid by CN to acquire KCS and re-iterate its support for the CP-KCS combination.

We support swift approval of the CP-KCS combination because of the significant benefits the combination would bring, including expanded markets and port options, improved service options, and invigorated transportation competition.

In addition, a CN acquisition of KCS would lead to a reduction in competition and deprive shippers of the many tangible benefits offered by the CP/KCS deal. Specifically, if CN were to acquire KCS, we will be harmed by the reduction in competition that would result from a CN acquisition of KCS. This would adversely effect our movements of aviation fuels between the US and Canada since there would be only one rail option to seamlessly connect the two countries.

From our perspective, the only combination involving KCS that is in the public interest is the one that CP has proposed. Unlike the CP/KCS combination, the acquisition of KCS by CN would result in harm to competition because the two railroads today serve many locations and shippers in common. Indeed, they operate parallel lines between Baton Rouge and New Orleans and Eastern Mississippi; they both serve grain and other shippers in large swaths of the Midwest and Southern United States; and they both reach the port of Mobile, Alabama. Even more fundamentally, between the Upper Midwest and Gulf Coast, a CN/KCS combination would reduce the number of independent routing options from four to three.

We expect a combined CPKC network to offer seamless, single-line service that will improve our transportation options and provide a better alternative to the options that already exist. A CN-KCS combination would limit competitive carrier options to markets and ports south of Kansas City.

Respectfully submitted,

Greg Bartness  
Regional Vice President  
CC: All Parties Of Record



INTERNATIONAL FREIGHT FORWARDERS

**ALBATRANS CANADA INC.**

124 Merton Street Suite 400

Toronto, Ontario, Canada M4S 2Z2

416.923.6006 Fax: 416.923.6051

www.albatrans.com

**SHIPPER SUPPORT LETTER**

**ATTENTION:** Surface Transportation Board

My name is Maja Luciani and my business address is 124 Merton Street, Unit 400, Toronto, ON, M4S 2Z2. I am CEO of ALBATRANS CANADA INC. In my role, I am responsible for our two offices in Canada (Toronto and Montreal) and all shipping and financial aspects of the business. We are Freight Forwarding company and we specialize in transportation of alcoholic beverages globally.

ALBATRANS CANADA INC. utilizes services of CP and our offices in Mexico and the USA are working with KCS on transportation of alcoholic beverages into Canada or within Canada. CP is a great partner in business and our direct involvement is growing year over year. We are happy with the level of service we are receiving and we are looking forward to possible expenditure of their services and therefore our collaboration.

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

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

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of Mexican beer from Tuxtapec /Zacatecas, MX to Montreal.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. Today we are mostly using ocean or OTR services for shipments from Mexico.



INTERNATIONAL FREIGHT FORWARDERS

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

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

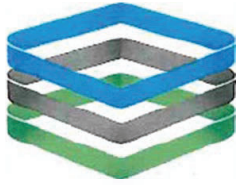
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction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

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

**VERIFICATION**

Executed on April 28, 2021

Maja Luciani 



# ALLIANCE

## RECYCLING GROUP

April 21, 2021

**ATTENTION:** Surface Transportation Board

My name is Shane L. Betz and my business address is: 115 31<sup>st</sup> Avenue North, Minneapolis, MN 55411. I am President & CEO of Alliance Recycling Group (“ARG”). In my role, I am responsible for managing overall business operations.

ARG is an active shipper of processed scrap metal throughout the US and Canada and occasionally Mexico, we are CP served and ship approximately 50% of our material to other CP served steel mills, the remainder typically goes on the BN to the southern region.

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

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



# ALLIANCE

RECYCLING GROUP

**We ship scrap metal from our CP-served facilities in Minnesota to our customers with steel mills in the South Central, Gulf region and occasionally Mexico, which could become a much better market for us if this merger were approved.**

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

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

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of scrap metal from MN to the southern region and Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. Currently if we are shipping to the southern or gulf regions we ship on the BN, in the rare instances that we ship to Mexico now, we go on the BN or UP to Eagle Pass.

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



# ALLIANCE

RECYCLING GROUP

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

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

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

#### VERIFICATION

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

Executed on *April 21, 2021*.

Shane L. Betz

[Signature]



GRUPO TRANSPORTES  
MONTERREY

General Escobedo, Nuevo León México  
May 7, 2021

**ATTENTION:** Surface Transportation Board

My name is FERNANDO BERNAL, and my business address is Carretera a Colombia 2090 General Escobedo Nuevo Leon. I am Director Commercial Corporative of GRUPO TRANSPORTES MONTERREY. In my role, I am responsible for Commercial and Marketing for all the group.

One of our companies AUTO LINEAS AMERICA has a specialty to move Railroad containers from Toluca, San Luis Potosi, Salinas Victoria Intermodal ramps, we have been doing for more than 20 years, growing, and using all chassis in each intermodal ramp without any problem.

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

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

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

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

A/A tM tH tA  
tMi At tAm



GRUPO TRANSPORTES  
MONTERREY

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

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

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

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

**VERIFICATION**

I FERNANDO BERNAL, declare under penalty of perjury "under the laws of the United States," if executed outside of the United States that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

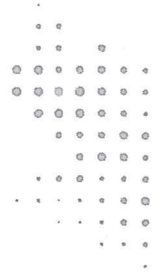
Executed on May 07, 2021

[Signature]

FERNANDO BERNAL

A/A tml th ya  
tmi At tam





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

**ATTENTION:** Surface Transportation Board

My name is Normand Brisson and my business address is 1570 Ampère, suite 106, Boucherville, Qc. I am Business Unit Manager of Azelis Canada. In my role, I am responsible for all the Essential chemicals division which include the bulk transportation.

Azelis Canada is doing approximately 200 R/C annually with the CP in Canada.

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

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

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

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

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

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](http://azelis.com/canada)

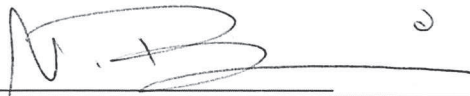


At the same time, the entirely complementary nature of CP's and KCS' networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options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

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

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

Executed on April 30<sup>th</sup>, 2021

A handwritten signature in black ink, appearing to be "N. + B.", with a horizontal line underneath it.

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](http://azelis.com/canada)



**ATTENTION:** Surface Transportation Board

**From:** Brad Baylis – CFO

Benga Mining Limited  
140 – 10<sup>th</sup> Avenue S.E.  
Calgary, Alberta  
Canada

My name is Brad Baylis, Chief Financial Officer of Benga Mining Limited (**Benga**). In my role, I am responsible for the company's financial functions including key commercial relationships such as rail transportation.

Benga is a prospective customer of CP for the transportation of Metallurgical Coal to the West Coast of Canada. We have worked effectively with CP over the last number of years to establish our rail transportation services agreement.

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

From our perspective, the combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach new markets more efficiently. In addition, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

Benga is not generally 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 will be shipping metallurgical coal from our Alberta mine for export out of western Canada. Looking to the future, having multiple port optionality, including through the US gulf may be beneficial to our competitiveness into international markets. This combining of networks will benefit our business immensely into the future by providing competitive, single linehaul solution into the gulf.

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

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

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

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

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

#### VERIFICATION

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

Executed on April 29, 2021.



Brad Baylis



**BUCHANAN LUMBER MOBILE, INC.**

**104 INDUSTRIAL CANAL ROAD - MOBILE, AL 36603**

**P: 251-433-9567 FAX: 251-433-9570**

*"Integrity in our  
business,  
quality in our  
products,  
versatility for  
our customers."*

April 30, 2021

ATTENTION: Surface Transportation Board

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

Buchanan Lumber Mobile hereby files this letter to express its views about the bids tendered by various railways to acquire Kansas City Southern ("KCS")

Buchanan Lumber Mobile Manufacturer of high quality Domestic Hardwoods, Imports and Cypress Lumber. We have access to ship throughout North America via rail at our facilities through our connection with the T ASD (Terminal Railway Alabama State Dock). This gives us access to eight different rail options although we would lose one of them if the CN were to be successful in acquiring the KCS, whereas we would remain with eight options if the CP were to be successful. In fact, the CP option would offer up a new competitive option going north that we have not had access to in the past!

Buchanan Lumber Mobile has not previously addressed either of the two proposals involving the acquisition of KCS; nonetheless we have strong views about the kind of railroad combination that the STB should allow – and indeed expedite – versus the kind of combination that it should not permit to proceed.

As a small, private, independent business trying to operate with the current transportation and freight challenges that are part of the post-Covid19 economy, we are in favor of any proposal that would generate more available options for the rail-transportation of product.

Respectfully submitted,

Dick Buchanan, President  
Buchanan Lumber Mobile, Inc

**ATTENTION:** Surface Transportation Board

Caravan Logistics Inc. is an asset based transportation company with headquarters at 2284 Wycroft Road, Oakville, ON, L6L 6M1. I, Zoriana Workun, am the Director of Operations for Caravan Logistics Inc. and am responsible for the entire operation of the company including intermodal and over the road solutions using either our assets or agents.

Caravan's relationship with CP began in 2010 when we started moving intermodal service via Expressway.

While the relationship with CP has been beneficial there are limitations. Their intermodal service stops at Chicago and often freight is destined for Kansas City. This means that for beyond points CP needs to engage another carrier which results in inefficiencies with rubber tire or steel wheel interchanges that slow down the movement of freight. The merger between CP/KCS will remove this inefficiency as a single through carrier. From our perspective, the proposed CP/KCS merger promises to provide improved service options and will invigorate transportation competition in the markets we serve. With the single line haul access Caravan Logistics could be in a position to convert truck from these routes into intermodal. This will enable Caravan to migrate our assets trucks to other lanes while supporting our environmental objections in the greater community that we serve today.

I am very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. There are options to explore routes into Mexico a service offering that Caravan Logistics has shied away from previously because there wasn't a compelling service solution.

While there has been significant media attention of a potential anti-competitive nature of the merger or the concern that approval of this merger will lead to future rail mergers we at Caravan Logistics do not believe that to be the case. With respect to the anti-competitive nature there is no overlap between CP and KCS. Unlike other merger proposals the CP and KCS only meet in Kansas City. That by very definition means there is no limit on competition. Additionally, there is no limitation of service offerings. Shippers still have access to other service offerings. For example from Western Canada to Mexico a Shipper could use CN, UP or the BNSF. As previously stated due to the limited reach of CP these options are still available. The other proposed merger would have CP removed from the equation so the shipper solution drops from 4 carriers to 3 which by definition is anti-competitive. Furthermore, the concern about future mergers is also unfounded because the CP/KCS merger would still be the smallest of the Class one rail.

For these reasons, Caravan Logistics is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Caravan Logistics urges the STB to approve CP's acquisition of KCS as



2284 Wycroft Road Oakville, ON L6L 6M1

swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders and reject calls to revoke it, and to proceed to review and approve the CP-KCS proposed combination as expeditiously as possible. We look forward to seeing CPKC as a stronger competitor in the industry.

### VERIFICATION

I Zoriana Workun, verify under penalty of perjury under the laws of the United States, " if executed outside of the United States that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on April 29<sup>th</sup>, 2021.

DocuSigned by:  
*Zoriana Workun*  
B26C1E0874244FB...

# CLAYTON COUNTY RECYCLING



*SCRAP PROCESSING*

11645 Echo Avenue, Monona, IA 52159 (563) 539-4757, 1-800-538-4752 E-Mail: [cydney@ccrrecycling.com](mailto:cydney@ccrrecycling.com)

April 29, 2021

ATTENTION: Surface Transportation Board

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

Clayton County Recycling Inc. hereby files this letter to express its concerns to the bid by CN to acquire KCS and re-iterate its support for the CP-KCS combination.

We support swift approval of the CP-KCS combination because of the significant benefits the combination would bring, including expanded markets and port options, improved service options, and invigorated transportation competition. The combination of CP and KCS would open up new markets for our scrap facilities and allow us to expand our current recycling business.

By contrast, a CN acquisition of KCS would lead to a reduction in competition and deprive shippers of the many tangible benefits offered by the CP/KCS deal. Specifically, if CN were to acquire KCS, NOT only will we be deprived of the benefits of the CP/KCS deal, but we will also suffer a reduction of competition in key areas by virtue of CN acquiring KCS.

From our perspective, the only combination involving KCS that is in the public interest is the one that CP has proposed. Unlike the CP/KCS combination, the acquisition of KCS by CN would result in harm to competition because the two railroads today serve many locations and shippers in common. Indeed, they operate parallel lines between Baton Rouge and New Orleans and Eastern Mississippi; they both serve grain and other shippers in large swaths of the Midwest and Southern United States; and they both reach the port of Mobile, Alabama. Even more fundamentally, between the Upper Midwest and Gulf Coast, a CN/KCS combination would reduce the number of independent routing options from four to three.

We expect a combined CPKC network to offer seamless, single-line service that will improve our transportation options and provide a better alternative to the options that already exist. A CN-KCS combination would limit competitive carrier options to markets and ports south of Kansas City.

Respectfully submitted,

*Jul Ruade*

*4-29-21*

*owner / President*

*Clayton Cty Recycling*

CC All Parties of Record





04/29/20

ATTENTION: Surface Transportation Board  
RE: STB Finance Docket No. 36500  
CP-KCS Potential Combination

Crow Wing Recycling hereby files this letter to express its concerns about the bid by CN to acquire KCS and re-iterate its support for the CP-KCS combination.

As expressed in our previous letters to the Board dated March 24, 2021, Crow Wing Recycling supports swift approval of the CP-KCS combination because of the significant benefits the combination would bring, including expanded markets and Gulf port options for imports, year round barge terminal access, improved service options, and invigorated transportation competition.

By contrast, a CN acquisition of KCS would lead to a reduction in competition and deprive shippers like Crow Wing Recycling of the many tangible benefits offered by the CP/KCS deal. Specifically, if CN were to acquire KCS, the merged firm would not provide Crow Wing Recycling competitive options into our existing customer markets, or the US Gulf Coast and Mexico. If the CP/KCS deal is not approved because CN prevails—or for any other reason—we will simply not be competitive in shipping to these markets as we will be required to continue interlining with other railroads or only serve these markets seasonally to reach these destinations, which increases costs and reduces efficiency. A CP-KCS combination would place us on a more even playing field and greatly expand access to growing markets across the United States, Mexico, Canada, and globally. The bid by CN jeopardizes this access and the increased competition it would generate.

We expect a combined CPKC network to offer seamless, single-line service that will improve our transportation options and provide a better alternative to the options that already exist. A CN-KCS combination would limit competitive carrier options to markets and ports south of Kansas City.

Respectfully submitted,

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

Grant VanWyngereen, Vice President  
714 Industrial Pard Rd, Brainerd, MN 56401  
grant@crowwingrecycling.com

cc: All Parties of Record

Custom Bulk Services INC.  
920 Fleming Ave  
Penhold AB

April 30<sup>th</sup> 2021

ATTENTION: Surface Transportation Board  
RE: STB Finance Docket No. 36500 (CP-KCS Potential Combination) **ATTENTION:** Surface  
Transportation Board

My name is Trevor McPherson, and my business address is 920 Fleming AVE Penhold AB. I am Procurement and Logistics Manager of Custom Bulk Services INC. In my role, I am responsible for and over see that all transportation and logistics run smoothly as well as cost effectiveness.

CP is our partner and we rely on them for transportation to haul vital shipments to support our Agricultural and other customer's operations. Custom Bulk Services INC. supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

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

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

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

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

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

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

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

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers. For these reasons, Custom Bulk Services INC. is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Custom Bulk Services INC. urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Custom Bulk Services INC. also hereby files this letter to express its views about the bid by Canadian National ("CN") to acquire Kansas City Southern ("KCS") and to reiterate its support for Canadian Pacific's ("CP") proposed combination with KCS.

Custom Bulk Services INC. is aware of CN's competing bid to acquire KCS. Based on our experience, we believe that the CP/KCS combination promises to deliver tremendous benefits, including new and better competitive transport options.

Custom Bulk Services INC. nonetheless has strong views about the kind of railroad combination that the STB should allow – and indeed expedite – versus the kind of combination that it should not permit to proceed.

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

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

A transaction meeting these criteria is in the public interest and should receive swift Board approval. Quick approval of procompetitive transactions is critical to helping shippers and other stakeholders reap the benefits sooner rather than later, and we have no objection to the use of a voting trust mechanism to facilitate such a transaction. For transactions that do not meet the three criteria set out above, we would strongly object to the Board allowing the transaction to proceed even as far as a voting trust, which itself could diminish competition and lead to downstream concerns.

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

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Trevor McPherson". The signature is fluid and cursive, with a long horizontal stroke at the end.

Trevor McPherson, Logistics Manager

CC: All Parties of Record



# Dakota Gold Transfer-Plaza, LLC.

6286 41<sup>st</sup> St. NW Plaza, ND 58771

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

ATTENTION: Surface Transportation Board

My name is Cody Moe and my business address is 6286 41<sup>st</sup> ST NW, Plaza ND 58771. I am CEO/President of Dakota Gold Transfer-Plaza. In my role, I am responsible for overseeing the operation of the transload site and future growth of overall business.

Dakota Gold Transfer-Plaza is a fee for service transload business in the midstream energy business. We move NGLs & LPGs out of the Bakken. We move diesel and gasoline into the Bakken from CP origins.

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

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

We ship NGLs and LPGs from our CP-served facilities in North Dakota to our customers with terminals in the gulf region as well as far south into Mexico.

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to. With this merger to take place we will be able to provide a better service and rate more consistently to our customers.

From past experience we can attest that a single line haul is far more superior than an interline haul. Allowing us to serve customers more cost efficient options.

# Dakota Gold Transfer-Plaza, LLC.

CODY@DAKOTAGOLDTRANSFER.COM KIM@DAKOTAGOLDTRANSFER.COM

OFFICE: 701-497-3663 CELL: 701-509-6958



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

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

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

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

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

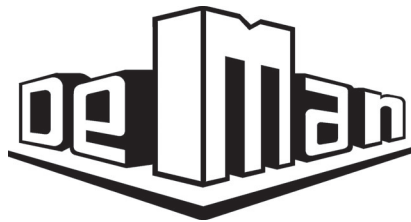
For these reasons, Dakota Gold Transfer-Plaza is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Dakota Gold Transfer-Plaza urges the STB to approve CP's acquisition of KCS as swiftly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

Sincerely,

Cody Mog



Dakota Gold Transfer-Plaza



# DeMan Construction Corp.

May 3, 2021

**Surface Transportation Board**  
395 E Street SW  
Washington, DC  
20423

**Re: CP KC Supplier Support**

To whom it may concern,

DeMan Construction Corp. is a supplier of construction services to the rail industry. CP is one of our most valued customers.

I, Peter DeMan, serve as the Principal-in-Charge at DeMan Construction Corp., where my duties include Project Manager, Estimator, and Master Electrician. DeMan supports approval of the proposed combination of CP and KCS.

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

We have been providing construction project management and all other construction related services (repairs, renovations to facilities, general maintenance, watermain upgrades, etc.) to CP for many years at numerous locations across Canada. We value our long-standing relationship with CP and support their attention to safety, continual investments in upgrading facilities and capacity to serve customers.

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

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

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

Regards,

A handwritten signature in black ink, appearing to be "Peter De Man", written over a light blue horizontal line.

Peter De Man, Owner  
**DeMan Construction Corp.**



**EDMONTON  
RAILWAY  
CONTRACTING**

**EDMONTON RAILWAY CONTRACTING**  
[www.edmontonrail.com](http://www.edmontonrail.com)  
[raj@edmontonrail.com](mailto:raj@edmontonrail.com)

**DATE:** April 30, 2021

**TO:** Surface Transportation Board

**SUBJECT:** Supplier Support Letter

#### **Supplier Support Letter Bullets**

Edmonton Railway Contracting Ltd. is a supplier of all manpower, equipment and materials used in constructing or maintaining railroad tracks to the rail industry. CP is one of our customers.

I Rajinder Dhillon serve as the General Manager at Edmonton Railroad Contracting Ltd. where my duties include overseeing day-to-day operations, ensure employees work productively, professionally and safely, as well as developing and implementing growth strategies for the company. Edmonton Railway Contracting Ltd. supports approval of the proposed combination of CP and KCS.

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

Edmonton Railway Contracting Ltd. is a track maintenance, new track construction, rail equipment supplier. The value in the merger that we see is the increase in the infrastructure with CP, and the amount of goods that it can move south within its own capacity.

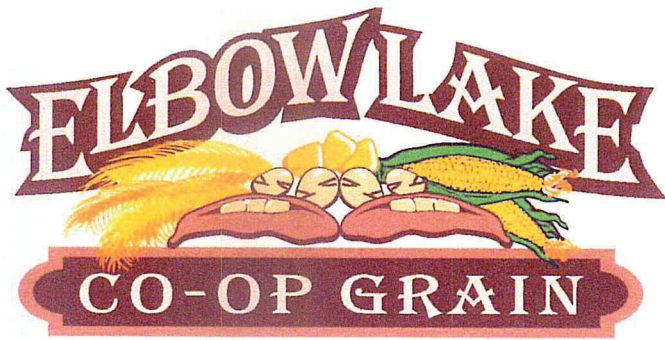
The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All these things will help support economic and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

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

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

**Raj Dhillon**  
**General Manager**  
**(780)-990-4184**





*Locations in:*

Elbow Lake - Wendell - Nashua

Main Office:

P.O. Box 68

Elbow Lake, MN 56531

Phone: 218.685.5331

Fax 218.685.5330

[www.elbowlakecoopgrain.com](http://www.elbowlakecoopgrain.com)

Grain - Fertilizer - Seed - Chemical - Agronomy Services

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ATTENTION: SURFACE TRANSPORTATION BOARD

My name is Kevin Stein and my business is Elbow Lake Coop Grain. I am the General Manager of Elbow Lake Coop Grain. In my role, I am responsible for all activities at Elbow Lake Coop Grain.

Elbow Lake Coop Grain is a grain shipper on Canadian Pacific Railway line in Central Minnesota. We primarily ship corn and soybeans on CPR's line. The majority of our shipments move to the US PNW but at times other corridors depending on market conditions.

I can see the combination of the CP-KCS as bringing enhanced competitiveness, better service and additional marketing options for the grain products that are handled by Elbow Lake Coop Grain and support the approval of the transaction.

Sincerely,

A handwritten signature in black ink that reads "Kevin Stein". The signature is written in a cursive style.

Kevin Stein

General Manager – Elbow Lake Coop Grain



**THE ESSEX TERMINAL  
RAILWAY COMPANY**

1601 Lincoln Road, Windsor, Ontario N8Y 2J3

April 14, 2021

Surface Transportation Board  
395 E. St. SW  
Washington, D.C. 20423

Dear Surface Transportation Board:

My name is Tony De Thomasis, President and CEO of Essex Morterm Holdings, owners and operators of the Essex Terminal Railway Company (ETR). Our business address is 1601 Lincoln Ave., Windsor, ON, CANADA. In my role, I am responsible for the operations of the ETR short line which connects with CP at Windsor, Ontario. ETR works closely with CP to ship rail traffic to/from customers in the greater Windsor area. ETR's customers ship and receive propane, agricultural products, aluminum, steel, plastics, fuel and lumber.

ETR supports the combination Canadian Pacific Railway and Kansas City Southern Railroad. The transaction will provide significant benefits that we are eager to see realized. The transaction promises to provide improved service options and invigorate transportation competition in the markets our customers serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – will help our customers reach markets more efficiently. Given the two railroads' strong focus on safety and their track record of operational excellence, we have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.



The transaction will allow CPKC to provide new, more efficient and reliable rail service options which will strengthen competition against other, larger rail carriers and trucks. We are particularly enthusiastic about the role CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option. CPKC's new service offerings will improve transit times and reliability which will reduce our customers' equipment costs.

KCS and CP have had a cooperative relationship in the past, but as separate companies they have not been able to offer our customers the benefits of seamless, single-line service. The entirely complementary nature of CP's and KCS' networks will only make CPKC a better alternative. By connecting only at Kansas City, not overlapping anywhere and continuing to interchange with all of their other existing interline partners, the transaction will not have any adverse effects on competition.

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

Yours truly,

A handwritten signature in blue ink, appearing to read 'T. De Thomasis', is positioned above the typed name.

Tony De Thomasis  
President / CEO  
Essex Terminal Railway / Morterm Ltd. / Motipark Ltd.  
1601 Lincoln Rd., Windsor, Ontario N8Y 2J3  
(519) 973-8222 EXT. 238  
tdethomasis@etr.ca

TD/vp



Head Office:  
1156 Kingsway Ave.,  
Port Coquitlam, BC  
V3C 6N7  
(604) 460-8205

Mailing address:  
PO Box 31617  
Pitt Meadows, BC  
V3Y 2G7  
Fax: (604) 460-464-5892

May 3, 2021

**Surface Transportation Board**

**395 E Street SW Washington, DC 20423**

- Fremantle Trailer Repairs Ltd is a supplier of repairing and maintaining intermodal equipment to the rail industry. CP is one of our customers.
- I Marc Celenza serve as the Vice President at Fremantle Trailer Repairs Ltd, where my duties include management and operations of the company. Fremantle Trailer Repairs Ltd supports approval of the proposed combination of CP and KCS.
- Fremantle Trailer Repairs is a certified commercial vehicle inspection facility and repair vendor for the province of British Columbia. We provide a service to maintain and repair CP's intermodal containers and chassis fleet in British Columbia. CP's attention to safety, continual investments in upgrading facilities, their capacity to serve customers and to provide suppliers with continual support and work is why we support them in their endeavor for the combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Sincerely,

*Marc Celenza*

Vice President

Email: [marc.celenza@fremantegroup.com](mailto:marc.celenza@fremantegroup.com)

Fremantle Trailer Repairs Ltd.

# **GREENFIELD**

## **CONSTRUCTION LTD.**

209 General Manson Way, Miramichi, NB E1N 6K7  
Tel: 506-622-7900 Fax: 506-622-7956  
www.greenfield-construction.com

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

**ATTENTION:** Surface Transportation Board

My name is Richard Kerr and my business address is 209 General Manson Way, Miramichi NB. I am Operations Manager of Greenfield Construction. In my role, I am responsible for Equipment management, logistics and transportation of materials and equipment across the country.

Greenfield Construction is a Heavy Civil Construction company. We do ship freight, heavy equipment etc. all over the country for construction projects.

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

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

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

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

# GREENFIELD CONSTRUCTION LTD.

209 General Manson Way, Miramichi, NB E1N 6K7  
Tel: 506-622-7900 Fax: 506-622-7956  
www.greenfield-construction.com

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

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

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

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

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

# GREENFIELD CONSTRUCTION LTD.

209 General Manson Way, Miramichi, NB E1N 6K7  
Tel: 506-622-7900 Fax: 506-622-7956  
www.greenfield-construction.com

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Signed on *April 29 2021*.

Sincerely



---

Richard Kerr



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

**ATTENTION:** Surface Transportation Board

My name is Andrea Adam, and my business address is 282 Huron St, Clinton, ON. I am Operations Manager of Greenway Animal Nutrition. In my role, I am responsible for all the day to day activities.

Greenway ships feed and food grade commodities through North America. We have valued our relationship with CP as they are great to deal with and their rate make us competitive in an ever-changing market. We have always been able to count on CP's level of service which has been very beneficial to set our customers at ease knowing their product will be where they need it, when they need it.

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

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

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

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





- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. This in turn will allow us to get more products from Western Canada into the southern states like Texas at a rate that would be beneficial for the feed mills.

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

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

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

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

Executed on April 30, 2021

A handwritten signature in black ink, appearing to read "Andrea Adam", is written over a horizontal line.

Andrea Adam

G. THOMPSON LIVESTOCK CO. INC.  
P.O. Box 142  
Iron Springs, AB. T0K 1G0

April 29, 2021

ATTENTION: Surface Transportation Board

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

G. Thompson Livestock Co. Inc. hereby files this letter to express its concerns to the bid by CN to acquire KCS and state its support for the CP-KCS combination.

We support swift approval of the CP-KCS combination because of the significant benefits the combination would bring, including expanded markets and port options, improved service options, and invigorated transportation competition. The combination of CP and KCS would also provide great access to fertilizers, Dry Distillers Grain and Feed corn for farmers and cattle feeders in a cost-effective manner.

By contrast, a CN acquisition of KCS would lead to a reduction in competition and deprive shippers of the many tangible benefits offered by the CP/KCS deal. Specifically, if CN were to acquire KCS,

NOT only will we be deprived of the benefits of the CP/KCS deal, but we will also suffer a reduction of competition in key areas by virtue of CN acquiring KCS.

From our perspective, the only combination involving KCS that is in the public interest is the one that CP has proposed. Unlike the CP/KCS combination, the acquisition of KCS by CN would result in harm to competition because the two railroads today serve many locations and shippers in common. Indeed, they operate parallel lines between Baton Rouge and New Orleans and Eastern Mississippi; they both serve grain and other shippers in large swaths of the Midwest and Southern United States; and they both reach the port of Mobile, Alabama. Even more fundamentally, between the Upper Midwest and Gulf Coast, a CN/KCS combination would reduce the number of independent routing options from four to three.

We expect a combined CPKC network to offer seamless, single-line service that will improve our transportation options and provide a better alternative to the options that already exist. A CN-KCS combination would limit competitive carrier options to markets and ports south of Kansas City.

Respectfully submitted,



Glen Thompson  
President & CEO

G. Thompson Livestock Co. Inc. Group of Companies.  
CC: All Parties of Record



**Attn: Surface Transportation Board – Docket No. 36500**

RE: CP-KCS Potential Merger

**To Whom It May Concern:**

I am writing to provide my written support for the combination of Canadian Pacific Railway (CP) and Kansas City Southern (KCS). I believe this combination of railroads will benefit not only Hopewell Logistics by creating more efficient supply chains across the North American continent, but also open up new opportunities and new markets for businesses.

Hopewell Logistics and CP work together today to move intermodal traffic across Canada. CP plays a critical role in the Hopewell supply chain, transporting products and enabling Hopewell to keep store shelves stocked for the Canadian consumer. The relationship is strategic and both companies collaborate to create better and more environmentally sustainable supply chains.

From our perspective, the transaction promises to provide improved service options and competition for shippers across North America while creating potential new opportunities for Hopewell to route cargo and source consumer goods from the USA and Mexico. The CP/KCS combination will enable Hopewell to convert truck traffic to rail, thereby providing a benefit to the environment and society by taking trucks off the critical public infrastructure of the USA.

We firmly believe that CP and KCS will provide Hopewell with safe, efficient and fast service that will allow us to achieve the goal of reducing carbon intensity and improving the North American supply chain's environmental footprint. Hopewell urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all shippers across the USA, Mexico and Canada.

Sincerely, 

Kevin Roy

Hopewell Logistics



## HORIZON GRAINS LTD.

Suite 200, 1001 - 1 Street SE Calgary, Alberta T2G 5G3

April 26, 2021

ATTENTION: Surface Transportation Board

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

Horizon Grains Ltd. hereby files this letter to express its concerns to the bid by CN to acquire KCS and re-iterate its support for the CP-KCS combination.

As expressed in our initial letter to the Board dated April 20, 2021, we support swift approval of the CP-KCS combination because of the significant benefits the combination would bring, including expanded markets and port options, improved service options, and invigorated transportation competition. The combination of CP and KCS would also provide great access to fertilizers for farmers in a cost-effective manner.

By contrast, a CN acquisition of KCS would lead to a reduction in competition and deprive shippers of the many tangible benefits offered by the CP/KCS deal. Specifically, if CN were to acquire KCS,

The merged firm would not provide a single-line haul, competitive option into the markets south of Kansas City (which competing fertilizer producers shipping from different regions use to service these markets today).

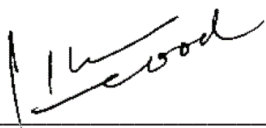
We will be harmed by the reduction in competition that would result from a CN acquisition of KCS.

NOT only will we be deprived of the benefits of the CP/KCS deal, but we will also suffer a reduction of competition in key areas by virtue of CN acquiring KCS.

From our perspective, the only combination involving KCS that is in the public interest is the one that CP has proposed. Unlike the CP/KCS combination, the acquisition of KCS by CN would result in harm to competition because the two railroads today serve many locations and shippers in common. Indeed, they operate parallel lines between Baton Rouge and New Orleans and Eastern Mississippi; they both serve grain and other shippers in large swaths of the Midwest and Southern United States; and they both reach the port of Mobile, Alabama. Even more fundamentally, between the Upper Midwest and Gulf Coast, a CN/KCS combination would reduce the number of independent routing options from four to three.

We expect a combined CPKC network to offer seamless, single-line service that will improve our transportation options and provide a better alternative to the options that already exist. A CN-KCS combination would limit competitive carrier options to markets and ports south of Kansas City.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Iftikhar Wainse", written in a cursive style. The signature is positioned above a horizontal line.

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Iftikhar Wainse  
Director, Business Development  
April 26, 2021  
CC: All Parties Of Record

# IRON III HORSE

## TRANSLOADING

April 30, 2021

ATTENTION: Surface Transportation Board

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

Iron Horse Transloading hereby files this letter to express its concerns to the bid by CN to acquire KCS and state its support for the CP-KCS combination.

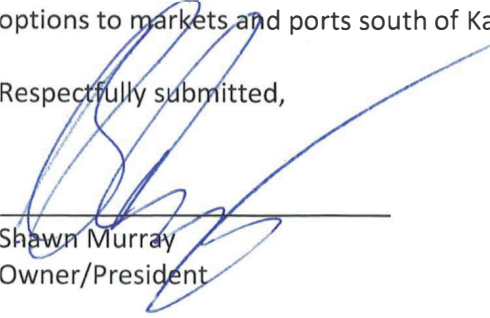
We support swift approval of the CP-KCS combination because of the significant benefits the combination would bring, including expanded markets and port options, improved service options, and invigorated transportation competition. The combination of CP and KCS would also provide great access to fertilizers/DDGs for farmers in a cost-effective manner.

By contrast, a CN acquisition of KCS would lead to a reduction in competition and deprive shippers of the many tangible benefits offered by the CP/KCS deal. Specifically, we would be harmed by the reduction in competition that would result from a CN acquisition of KCS.

From our perspective, the only combination involving KCS that is in the public interest is the one that CP has proposed. Unlike the CP/KCS combination, the acquisition of KCS by CN would result in harm to competition because the two railroads today serve many locations and shippers in common. Indeed, they operate parallel lines between Baton Rouge and New Orleans and Eastern Mississippi; they both serve grain and other shippers in large swaths of the Midwest and Southern United States; and they both reach the port of Mobile, Alabama. Even more fundamentally, between the Upper Midwest and Gulf Coast, a CN/KCS combination would reduce the number of independent routing options from four to three.

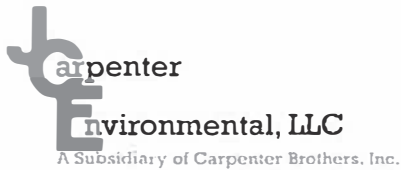
We expect a combined CPKC network to offer seamless, single-line service that will improve our transportation options and provide a better alternative to the options that already exist. A CN-KCS combination would limit competitive carrier options to markets and ports south of Kansas City.

Respectfully submitted,



---

Shawn Murray  
Owner/President



April 29th, 2021

ATTENTION: Surface Transportation Board

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

J Carpenter Environmental, LLC. hereby files this letter to express its concerns to the bid by CN to acquire KCS.

We support the swift approval of the CP-KCS combination because of the significant benefits the combination would bring, including expanded markets and port options, improved service options, and invigorated transportation competition. We sell products and equipment that are used by manufacturers and contractors for waste treatment, pollution control, liners, hydraulic barriers, waste solidification, drilling and Frac Sand Production. Our line of business involves project-based work and we are often quoting to different destinations throughout North America. The greater single-line haul that a CP-KCS combination would provide would result in competitive options as we plan our transportation needs.

By contrast, a CN acquisition of KCS would lead to a reduction in competition and deprive shippers of the many tangible benefits offered by the CP/KCS deal. Specifically, if CN were to acquire KCS, competitive overlaps would reduce the number of independent rail options, even if the railroads might think they can propose "remedies" to overcome the lost competition.

From our perspective, the only combination involving KCS that is in the public interest is the one that CP has proposed. Unlike the CP/KCS combination, the acquisition of KCS by CN would result in harm to competition because the two railroads today serve many locations and shippers in common. Indeed, they operate parallel lines between Baton Rouge and New Orleans and Eastern Mississippi; they both serve grain and other shippers in large swaths of the Midwest and Southern United States; and they both reach the port of Mobile, Alabama. Even more fundamentally, between the Upper Midwest and Gulf Coast, a CN/KCS combination would reduce the number of independent routing options from four to three.

We expect a combined CPKC network to offer seamless, single-line service that will improve our transportation options and provide a better alternative to the options that already exist. A CN-KCS combination would limit competitive carrier options to markets and ports south of Kansas City.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Shane Fulfer', is written over the typed name.

Shane Fulfer

Logistics Management Specialist

CC: All Parties of Record

## SHIPPER SUPPORT LETTER

**ATTENTION:** Surface Transportation Board

My name is Mark Schmitke and my business address is 2411 Wentz Ave, Saskatoon, SK S7K 3V6. I am the Director – Pricing & Traffic of Kindersley Transport Ltd.. In my role, I am responsible for pricing, traffic and managing carrier relationships, including our relationships with our rail carriers.

Kindersley Transport Ltd is currently engaging CP Rail as part of our rail linehaul moving LTL shipments from Eastern Canada to our terminals in Western Canada. Kindersley Transport has realized incremental growth in this part of our business and CP Rail is a major partner in these moves.

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

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

Kindersley Transport Ltd is interested in increasing our movements of rail LTL, primarily targeting US shippers trying to reach the Canadian market. There are few rail options available to these shippers unless they are moving entire containers. Kindersley Transport Ltd believes that a northbound rail LTL offering will allow smaller shippers to be more competitive in the Canadian marketplace and reduce their transportation costs as compared to road shipments. In addition, with strained capacity right now on the road, a rail LTL offering will help alleviate these issues.

CP has provided us with good service, but their market reach is limited today. Kindersley Transport Ltd only uses single-line rail options and increasing CP Rails reach would benefit us greatly.



**siemens**  
Transportation Group Inc.

P: 306.934.1911 | F: 306.975.9309  
2411 Wentz Avenue S7K 3V6 P.O Box 7290 | S7K 4J2 | Saskatoon, SK Canada | [www.siemenstransport.com](http://www.siemenstransport.com)

**KINDERSLEY**  
Transport Ltd

**HI-TECH**  
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**EDGE**  
Transport Ltd

**HWT**  
Transport Ltd

**QUILL**  
Transport Ltd

**TRIANGLE**  
Transport Ltd

**STG**  
Transport Ltd



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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of general LTL from Southern US points to Western Canada.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. Reducing Kindersley Transport Ltd's reliance on road transportation will remove service bottlenecks we are experiencing due to lack of capacity.
- CPKC's new service offering will allow Kindersley Transport Ltd to develop a new service offering that will have benefits for customers and the LTL transportation industry as a whole. This will reduce customer's costs while allowing us to reduce the current strain on resources we are experiencing in road transport.

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

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

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

Kindersley Transport Ltd and our shipping partners are looking forward to a stronger CPKC network that will increase our access to diversified market opportunities. As such, we urge the Board to apply the KCS waiver provision it thoughtfully included in its 2001 Major Merger Decision. An elongated period of review will delay and potentially reduce the positive synergies this



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**STG**  
TRANSPORT LTD.

merger promises. The KCS waiver will allow the Board to conduct a thorough but efficient and fair review and allow for the benefits of the new CPKC network to come to fruition more quickly.

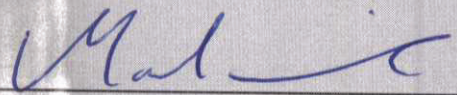
Kindersley Transport Ltd is additionally concerned that applying the 2001 Major Merger Rules to the CP-KCS merger, a transaction the rules were not designed for, would lead to precedent with unintended consequences and might also create an easier path for some other Class I merger proposals that would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

For these reasons, Kindersley Transport Ltd is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Kindersley Transport Ltd urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders and reject calls to revoke it, and to proceed to review and approve the CP-KCS proposed combination as expeditiously as possible. We look forward to seeing CPKC as a stronger competitor in the industry.

#### VERIFICATION

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

Executed on April 26, 2021.



Mark Schmitke

**Siemens**  
Transportation Group Inc.

P: 306.934.1911 | F: 306.975.9309

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**HI-TECH**  
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**HWT**  
CORPORATE

**QUILL**  
CORPORATE

**TRIANGLE**  
CORPORATE

**STG**  
CORPORATE

**ATTENTION: Surface Transportation Board**

My name is Alejandro Ortiz Aviña and my business address is Av Ocampo Poniente 250 Colonia Centro Monterrey NL, Mexico. I am Sales Manager for LC Logistics GPS (A Grupo Villacero Company). In my role, I am responsible for the sales and marketing of our general and container cargo in two of our bonded facilities located in the Port of Lazaro Cardenas.

LC Logistics GPS is very interested on this merger opportunity for all the importers and exporters that ship through the Port of Lazaro Cardenas (steel coils, urea, consumer goods, containers / intermodal, grains and other commodities that need to be shipped by rail. Our relationship with KCSM over the years has been very good and we firmly believe that the merger of both railways will bring seamless routes that will strengthen our logistics force.

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

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

LC Logistics GPS 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.]

LC logistics GPS has many customers interested on shipping by rail (carload, automotive and intermodal) to take advantage of the safety required in the transportation of sensitive raw materials and consumer goods. The use of KCS / CP will bring a lot of value to several projects that involve for example, the ports of Vancouver and Lazaro Cardenas as a bridge into Mexico for grain and consumer goods in maritime containers.

In example, we can inspect, segregate, expedite and ship the commodities mentioned above in both maritime containers and carload rail cars from our KCSM facilities at the port of Lazaro Cardenas bound to central and northern Mexico territories.

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of steel from Canadian origins to our Monterrey (Apodaca) steel service center.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option. This could apply for our export future projects.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency with a surplus of empty available box cars, coil cars and gondolas as well as double stack intermodal cars.

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

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

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

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

**VERIFICATION**

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

Executed on April 27, 2021.



\_\_\_\_\_  
ALEJANDRO ORTIZ AVIÑA

**Lehigh Cement Company**

3251 Bath Pike  
Nazareth, PA 18064  
Phone (610) 837-4356  
Fax (610) 837-2572  
[www.lehighcement.com](http://www.lehighcement.com)

April 28<sup>th</sup>, 2021

ATTENTION: Surface Transportation Board  
RE: STB Finance Docket No. 36500

My name is Marc Newcomer and my business address is 3251 Bath Pike, Nazareth, PA 18064. I am the Manager of Supply Chain and Transportation of Lehigh Hanson. In my role, I am responsible for strategy, planning, and procurement of rail services.

Lehigh Hanson is a shipper on CP. We have a cement plant located in Glens Falls NY on the CP; we ship cement to New Haven CT from this facility. CP also has reciprocal switch access to our Mason City IA plant on the UP. CP has helped us move traffic from Mason City to Chicago for furtherance on other railroads to destinations in the Midwest.

Lehigh Hanson supports approval of the CP/KCS combination. The transaction could provide benefits that we are eager to see realized.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition. With the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

We are excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers that serve our markets. For example, CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. As private equipment shippers, transit time is very important to us as it determines how many cars we must keep in our fleet in order to serve the market's cement demand. Faster transit time means we will need a fewer number of cars and our fleet costs will be lower.

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

April 29, 2021

Page 2

other existing interline partners, and could enhance our access to these markets due to our existing access to CP's network.

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

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



Marc Newcomer  
Manager, Supply Chain and Transportation



SHIPPER SUPPORT LETTER

**ATTENTION:** Surface Transportation Board

My name is Chris Locher and my business address is 456 Humber Place, New Westminister BC Canada. I am Managing Director of Locher Evers International. In my role, I am responsible for Ocean freight export, port drayage, distribution, and Intermodal transportation from BC to Central Canada and USA destinations.

Locher Evers International is primarily an Intermodal shipper/client of CP. Our main business with CP is shipping Intermodal 53's from BC to Toronto/Montreal with the odd shipment for USA. We are very satisfied with our relationship with CP having changed over approximately 3 years ago from CN (approx 30 years with CN).

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

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

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

- CPKC's new single-line haul offerings will offer new competitive transportation options for when we have shipments for certain USA destinations, and possibly Mexico, that we are asked to ship to.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.





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

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

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

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

**VERIFICATION**

I, Chris B Locher, declare that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on April 28, 2021, New Westminister BC Canada.

Chris B Locher



April 29<sup>th</sup>, 2021

ATTENTION: Surface Transportation Board

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

Logistique Canamex Inc. hereby files this letter to express its concerns to the bid by CN to acquire KCS and re-iterate its support for the CP-KCS combination.

As expressed in our initial letter to the Board dated April 29<sup>th</sup>, 2021 we support swift approval of the CP-KCS combination because of the significant benefits the combination would bring, including expanded markets and port options, improved service options, and invigorated transportation competition. The combination of CP and KCS would provide our customers more asset and it would help us serve them better. It will make our strong relationship with CP even stronger.

By contrast, a CN acquisition of KCS would lead to a reduction in competition and deprive shippers of the many tangible benefits offered by the CP/KCS deal. Specifically, if CN were to acquire KCS, NOT only will we be deprived of the benefits of the CP/KCS deal, but we will also suffer a reduction of competition in key areas by virtue of CN acquiring KCS.

From our perspective, the only combination involving KCS that is in the public interest is the one that CP has proposed. Unlike the CP/KCS combination, the acquisition of KCS by CN would result in harm to competition because the two railroads today serve many locations and shippers in common. Indeed, they operate parallel lines between Baton Rouge and New Orleans and Eastern Mississippi; they both serve grain and other shippers in large swaths of the Midwest and Southern United States; and they both reach the port of Mobile, Alabama. Even more fundamentally, between the Upper Midwest and Gulf Coast, a CN/KCS combination would reduce the number of independent routing options from four to three.

We expect a combined CPKC network to offer seamless, single-line service that will improve our transportation options and provide a better alternative to the options that already exist. A CN-KCS combination would limit competitive carrier options to markets and ports south of Kansas City.

Respectfully submitted,

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

Sylvain Jarry  
President  
Logistique Canamex Inc.  
April 29<sup>th</sup>, 2021

CC: All Parties of Record



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

**ATTENTION:** Surface Transportation Board

My name is Tatiana Dowd and my business address is 5960 W. Parker Road, Suite 278 #235, Plano, TX 75093. I am Railroad Logistics Coordinator of Matrix Chemical. In my role, I am responsible for overseeing Chemical's rail logistic across North America, Mexico and Canada, coordinating smooth logistic solutions for Matrix's customers.

Matrix Chemical, LLC is long standing customer of both CP & KCS railroad. We ship primarily MEK, IPA & Acetone to variety of our customers in Mexico, USA and Canada. Improvement in better shipment visibility, delivery estimates and all together improvement (up to CP standards) would be greatly appreciated.

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

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Matrix Chemical, LLC has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation. In contrast, the CN acquisition of KCS would lead to a reduction in competition and deprive shippers of the many tangible benefits offered by the CP/KCS deal. Specifically, if CN were to acquire KCS, not only will we be deprived of the benefits of the CP/KCS deal, but we will also suffer a reduction of competition in key areas by virtue of CN acquiring KCS.

We ship Chemical from Indiana and Texas to our customers Ontario and Wisconsin.

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

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

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





- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of Acetone from Texas to Alberta, Ontario and Wisconsin.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment turn around time and improve our efficiency to market.
- Single railroad shipment from Mexico to USA or to Canada. Competitive purchase pricing and faster delivery.

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

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

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

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

Sincerely,  
Tatiana Dowd  
Matrix Chemical, LLC.



# *We See More In Your Fields*

# **MaxYield**

## **COOPERATIVE**



My name is Ben Buie and I am the Grain Team Leader of MaxYield Cooperative, headquartered in West Bend, Iowa. In my role, I am responsible for merchandising and shipping 50-60 million bushels of grain annually.

MaxYield Cooperative supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible. It would provide equal opportunity for single line shipments to an underserved market.

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

MaxYield Cooperative has three facilities that sit on the CP railroad in northern Iowa. Currently, we rarely ship grain on the CP because the market wants the grain to flow south and that option is not available to us as a single line option on the CP today. The CP must interline with other railroads to reach destinations to the south beyond Kansas City. Interline shipments have not been competitive in price and service to single line options.

MaxYield regularly ships corn and soybeans to the gulf for export and to Mexico today from our facilities that sit on the UP railroad. We feel that the CP/KCS merger would give us an additional single line option to those southern destinations. The additional competition would benefit MaxYield Cooperative and our farmer-owners by reducing freight costs and providing additional outlets that are closer to our farmer's bins and fields.

In addition to increasing competition to the gulf and Mexico destinations, the CP/KCS merger would give our farmers access to feed mills in Mississippi.

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of grain to the gulf and Mexico.

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

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


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

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

**VERIFICATION**

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

Executed on 4/26/21

 [Signature]  
Ben Buie



April 29, 2021

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

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

My name is Tim Holan and my business address is 20 Greenway Plaza Suite 650, Houston Texas 77046. I am the Head of Operations for Mercuria Energy America, LLC. In my role, I am responsible for the transportation decisions (truck, rail, pipeline, barge, and vessel) required to deliver a wide range of commodities to counterparties throughout North America and the World.

Mercuria supports swift approval of the CP-KCS combination because of the significant benefits we expect will be realized from this transaction.

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

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

As Head of Operations for Mercuria and someone with 30+ years of experience working with the railroads I feel that the end-to-end CP-KCS transaction will improve service options, with new single-line hauls and broader access to markets across North America. Our experience shows us that single-line rail service options are far superior to public and private fleets. The unique synergies of a CP-KCS combination should provide benefits to Mercuria, similarly situated shippers, and the public. We are eager to see these realized as soon as possible, without the delays and additional burdens that would result from applying the 2001 rules for the first time ever to this transaction.

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



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

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

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

Yours sincerely,

A handwritten signature in black ink that reads "Tim Holan". The signature is written in a cursive, slightly slanted style.

Tim Holan  
Head of Operations North America



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

April 28, 2021

**ATTENTION: Surface Transportation Board**

My name is Jeffrey Stromberg, and my business address is 501 Avenue M South, Saskatoon, SK. I am a shareholder of Micro Oil Inc. In my role, I am responsible for Finance and Procurement.

Micro Oil Inc. has used CP for its rail service needs for the past 20 years. We import oil by rail car from various locations over the US and Canada, and these shipments are delivered to our spur in Floral, SK.

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

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

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

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

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of oil from states in the southern USA.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. Rail cars cost money to lease, and, the more efficient the route, the more trips per year the rail car can make at the same lease cost.

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

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

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

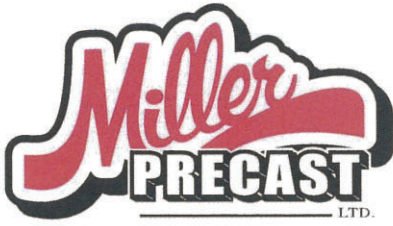
For these reasons, Micro Oil Inc. is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Micro Oil Inc. urges the STB to approve CP's acquisition of KCS as swiftly as possible so that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

Sincerely,

A handwritten signature in black ink, appearing to be the name 'Jeffrey Stromberg'.

Jeffrey Stromberg, CPA, CA

Micro Oil Inc.



807-939-2655  
www.millerprecast.ca  
58 Cooper Road, Rosslyn, Ontario, P7K 0E3

April 29th, 2021

ATTENTION: Surface Transportation Board

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

Miller Precast Ltd. hereby files this letter to express its concerns to the bid by CN to acquire KCS. Miller Precast Ltd. is a one-stop-shop for all precast concrete needs. We supply Thunder Bay and the greater Northwestern Ontario and receive bulk cement via rail. We are CP served, but open to CN via CTA switch.

We support the swift approval of the CP-KCS combination because of the significant benefits the combination would bring, including expanded markets and port options, improved service options, and invigorated transportation competition.

By contrast, a CN acquisition of KCS would lead to a reduction in competition and deprive shippers of the many tangible benefits offered by the CP/KCS deal. Specifically, if CN were to acquire KCS, competitive overlaps would reduce the number of independent rail options, even if the railroads might think they can propose "remedies" to overcome the lost competition.

From our perspective, the only combination involving KCS that is in the public interest is the one that CP has proposed. Unlike the CP/KCS combination, the acquisition of KCS by CN would result in harm to competition because the two railroads today serve many locations and shippers in common. Indeed, they operate parallel lines between Baton Rouge and New Orleans and Eastern Mississippi; they both serve grain and other shippers in large swaths of the Midwest and Southern United States; and they both reach the port of Mobile, Alabama. Even more fundamentally, between the Upper Midwest and Gulf Coast, a CN/KCS combination would reduce the number of independent routing options from four to three.

We expect a combined CPKC network to offer seamless, single-line service that will improve our transportation options and provide a better alternative to the options that already exist. A CN-KCS combination would limit competitive carrier options to markets and ports south of Kansas City. We are also concerned with downstream effects and the risk that the CN-KCS combination would stimulate further industry consolidation, such as by destabilizing the six large carrier balance in North America.

Respectfully submitted,

Tracy Miller  
Owner & President



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

April 29, 2021

**ATTENTION:** Surface Transportation Board

My name is Andrew Barwegen and my business address is 126 E Canal Garden, Strathmore, Alberta T1P 1Y4. I am Vice President of Procurement at More Than Just Feed Inc. In my role, I am responsible for the company's procurement and logistics strategic planning.

More Than Just Feed operates a private Transload facility serviced by CP at Monarch, AB. We handle grain and grain products, transloading directly from rail to truck. We are currently working closely with CP on expansion/growth opportunities at our facility, which includes importing and handling new commodities (such as fertilizer).

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

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

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach markets beyond Kansas City that we could utilize to expand our transload business.

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

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our potential shipments of fertilizers and other grain or commodity products from import facilities to Monarch, AB.

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**nutri**source

 **BULLSEYE**

**dairy**tech

126 E Canal Garden • Strathmore, AB • T1P 1Y4 • 1-833-210-8100



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

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

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

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

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

Sincerely,

A handwritten signature in black ink that reads 'Andrew Barwegen'. The signature is fluid and cursive, with the first name being the most prominent.

Andrew Barwegen  
VP of Procurement  
More Than Just Feed Inc.

---

**nutri**source

BULLSEYE

dairy**tech**



## Nethercott Excavating Limited

5115 Hamilton Road, Dorchester, Ontario, N0L 1G6

Phone: (519) 268-3252 Cell: (519) 521-7741

Email: [garyn@nethex.ca](mailto:garyn@nethex.ca)

**April 30, 2021**

### **Surface Transportation Board**

- Nethercott Excavating Ltd. is a supplier of Rail Maintenance and Construction services to the rail industry. CP is one of our customers.
- I Gary Nethercott serve as the President and Owner at Nethercott Excavating Ltd, where my duties include Estimating, Pricing, Organizing the work, Billing, Overall daily running of the business. Nethercott Excavating Ltd. supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- We are very much involved with the maintenance of the rail network and improving the safety of the system. We respect and support CP attention to safety and continued investments in upgrading facilities and increasing the capacity to serve customers.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Signed:

Gary Nethercott (President)

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*Call us when you're ready to dig...*



April 23, 2021

**ATTENTION:** Surface Transportation Board

My name is Josh Luneburg and my business address is 913 1<sup>st</sup> Street South, New Ulm, MN 56073. I am the Chief Executive Officer of New Ulm Steel & Recycling.

New Ulm Steel & Recycling New Ulm Steel & Recycling serves southern Minnesota and surrounding areas as buyers of scrap metal and sellers of new steel.

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

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

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

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

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

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

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

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

Sincerely,

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

Josh Luneburg





April 29<sup>th</sup>, 2021

**ATTENTION:** Surface Transportation Board

My name is Esteban J. Benavides Chavez, and my business address is **Avenida Jimenez 465, Torre San Pedro Piso 4, Colonia Centro, San Pedro Garza Garcia, Nuevo Leon, Mexico** I am a partner of New World Fuel, S.A. de C.V. In my role, I am responsible for operations of the company.

New World Fuel, is a satisfied customer of KCS and CP since 2017 when we began shipping propane rail cars from Canada to Mexico.

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

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

**We ship propane gas from our CP-served facilities in Saskatchewan and Alberta Canada to our customers with terminals in Mexico.**

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

A handwritten signature in blue ink, appearing to be "EB", is located to the right of the paragraph above.

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

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

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

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

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

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

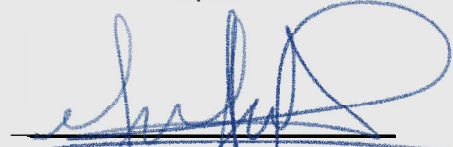
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction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

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

**VERIFICATION**

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

Executed on *April 29<sup>th</sup>, 2021*.



Esteban J. Benavides Chavez



# Northcoast Reload Inc.

920 Derwent Way

Delta, BC V3M 5R2

April 30, 2021

**ATTENTION:** Surface Transportation Board

My name is Sandeep Parhar and my business address is 920 Derwent Way in Delta, BC. I am President of NJ Transload Inc and also Northcoast Reload Inc. In my roles, I am responsible for Handling, Storage and Freight Coordination for building products to and from our 215,000 square foot warehouse facility.

NJ Transload has relied on CP Rail to arrange freight movement of building products all over North America. CP's dedicated rail lines have helped lower transportation costs without drastically increasing lead time for delivery. Over the last 5 years we have been able to grow our business from initially shipping intermodal containers only to Ontario to now shipping to multiple locations in North America including new lanes for us in 2020 into Minnesota, Indiana and Illinois.

NJ Transload and Northcoast Reload both support approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

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

As a central hub for Lumber, Plywood and OSB mills located in Northern BC and Alberta, our facility would have the ability to offer our customers in the building supply markets with more options to get high quality lumber and panel products to key markets throughout North America. With an ability to service more markets we are excited of the possibilities for the growth of our business by increasing product turns and providing our customers with the ability to service markets they have been unable to effectively enter prior.

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of Douglas Fir Lumber and Plywood from BC to the Central and Southern parts of the US.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

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

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

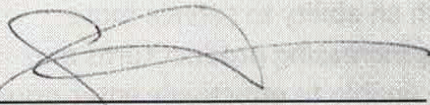
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction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

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

#### VERIFICATION

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

Executed on April 30, 2021.



---

Sandeep Parhar



821 Aubrey Avenue, Ste. B1  
Ardmore, PA 19003

May 4, 2021

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

**ATTENTION:** Surface Transportation Board

Oleum Energy Solutions, LLC (hereinafter “Oleum”) was founded at the beginning of 2014 to provide supply chain management services primarily to the Oil and Gas Industry. Our team – which boasts a combined 30+ years of “railroading” experience – has been working with Canadian Pacific Railway company (hereinafter “CP”) since then. We have worked hand-in-hand with CP to collectively deliver high-value service to mutual clients, with the majority of business moving from the United States into Canada. CP has provided us with good service, but its market reach is limited today with its lines only reaching as far south as Kansas City. As such, the CP must interline with other railroads to reach destinations beyond Kansas City to which we ship.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient, and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. Separately, they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

At the same time, the entirely complementary nature of CP’s and KCS’ networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist since CPKC will continue to interchange with all of their other existing interline partners. The fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers, and we urge the STB to approve CP’s acquisition of KCS so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Sincerely,

A handwritten signature in black ink, appearing to read "Bryan Hurtado", is written over a horizontal line.

Bryan Hurtado  
CEO and Founder



PO Box 841  
Valley Forge PA 19482  
1-800-55-BEADS  
www.pottersbeads.com

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

**ATTENTION:** Surface Transportation Board

My name is William Berkey and my business address is 300 Lindenwood Dr. Malvern, PA. I am a Logistics Manager of Potters Industries. In my role, I am responsible for transportation and the procurement of our main raw material.

Potters Industries ships cullet all over North America to all of its facilities. The CP plays an important part as it services at least one of our facilities.

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

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

Potters currently receives cullet via the CP at our Muscatine, IA facility. Even though the CP provides good service, I believe this merger will make their service even better. With facilities in Mexico, we are excited about opportunities to ship cullet from the US to our Mexico plants.

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

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

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

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

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

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

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

Sincerely,

William Berkey

Potters Industries LLC

484-885-7704

William.Berkey@Pottersbeads.com



**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**

Premay Pipeline Hauling LP is a CP 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 & CP to work collaboratively within many departments across the CP organization.

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

We believe that the combination of CP and KCS would help us to win in our markets. CP's strong track record of success with superior service and safety give us confidence that a combined CP-KCS would be best positioned to serve our needs.

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

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

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

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



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

Sincerely,

A handwritten signature in blue ink, appearing to read "Morrison", written over the word "Sincerely,".

Dave Morrison

VP, Sales & Marketing

Premay Pipeline Hauling LP



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

Date: April 28, 2021

**ATTENTION:** Surface Transportation Board

My name is Doug Punke, and I am the CEO of Renewable Products Marketing Group (RPMG). On behalf of RPMG, I am reaching out concerning the pending proposal by Canadian Pacific (CP) to acquire the Kansas City Southern (KCS).

RPMG ships ethanol from origins in Iowa, Minnesota, and North Dakota to export locations in the US gulf, and Distillers Dried Grains to markets in Mexico. We strongly support approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

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

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

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

We are aware of the position that DOJ took in the CP docket (FD 36500) regarding the application of the KCS waiver from the 2001 merger rules, and more pointedly with respect to the voting trust that CP proposed for its transaction.

RPMG is quite familiar with the rail transportation marketplace and how a potential CP acquisition of KCS would affect competition. From our vantage, there is no doubt that **a CP transaction would increase rail shippers' competitive options, not reduce them.** We are not concerned about KCS being placed in voting trust pending the STB's review of that proposed transaction. We are eager for that review to proceed as expeditiously as possible.

We support CP's acquisition of the KCS and urge the STB to approve same.

Sincerely,



Doug Punke

CEO - RPMG

April 28, 2021

**ATTENTION:**

Cynthia T. Brown  
Surface Transportation Board  
395 E Street SW  
Washington, DC 20423

**RE:**

STB Finance Docket No. 36500  
CP-KCS Proposed Combination

Dear Ms. Brown:

Sand Technologies mines industrial sands in Wisconsin. In addition, our company handles rail logistics to ship Feldspar, Mica, and high-purity Quartz out of South Dakota, destinating throughout the United States.

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

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

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

The newly combined CPKC would provide reliable, more efficient rail service options. In turn, strengthening competition against larger rail carriers and truck services throughout our markets. Expanding access to the growing markets under the USMCA trade agreement across the United States, Mexico, and Canada would become possible with the single-line routes the new CPKC merger would provide. Thus, improving transit times and reliability, which are key in reducing equipment costs and increasing efficiency.

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

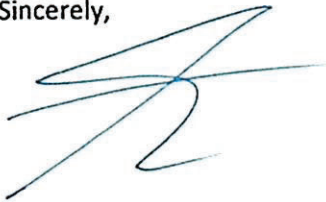
seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

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

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

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

Sincerely,

A handwritten signature in blue ink, appearing to be 'T. Barth', with a stylized flourish at the end.

Tim Barth  
President  
Sand Technologies, Inc.



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

April 29, 2021

**ATTENTION:** Surface Transportation Board

My name is Brent Avery, and my business address is #1 Railway Avenue, Chaplin, Saskatchewan S0H 0V0. I am General Manager of Saskatchewan Mining and Minerals Inc. In my role, I am responsible to oversee the complete operation at the Chaplin, Saskatchewan facility.

SMMI manufacturers Anhydrous Sodium Sulphate and ships directly onto the CP who provide good service, on time delivery and competitive pricing. CP delivers either direct to our customers or interchanges with the other Class 1 railways for further movement.

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

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

We ship Sodium Sulphate from our CP-served facility in Chaplin, Saskatchewan to our customers with plants across Canada and all areas of the United States with potential increased business in the South Central and Gulf regions. CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that could expand the markets we serve effectively. We know from experience both our own, and that of our competitors who have single-line rail options at their origins that single-line rail service options are far superior.

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

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of Sodium Sulphate from Chaplin, Saskatchewan to St. Louis, MO., Oklahoma, Louisiana, and Mexico customers.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico, and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.



- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. Alleviating the interchange in Kansas City will increase our railcar turn times and avoid the possibility of railcars sitting idle in the yard.

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

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

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

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

Sincerely,

Brent Avery  
General Manager

Saskatchewan Mining and Minerals Inc.



My name is Lloyd R. Glanz and my business address is 1347 Beaver Channel Parkway, Clinton, IA. I am VP/Plant Manager of Sethness Roquette. In my role, I am responsible for general operations of this Caramel Color manufacturing facility.

Sethness Roquette is a routine beneficiary of the services of the CP Railroad for delivery of our liquid caramel color products to various large food and beverage industries across North America.

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

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

**Sethness Roquette is currently exploring the possibility of expanding into Mexico South America with some of their product requirements and views this venture as something that can contribute to our success in this region.**

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

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

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

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

- CPKC’s new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

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

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

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

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

**VERIFICATION**

I, Lloyd R. Glanz, state that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

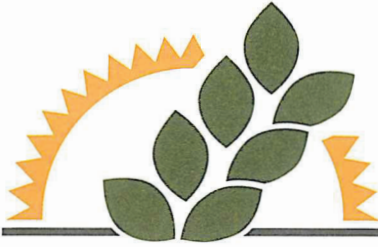
Executed on 03/30/2021.



[Signature]

Lloyd R. Glanz





# South Dakota Grain & Feed Association

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**ATTENTION:** Surface Transportation Board

On behalf of the South Dakota Grain & Feed Association (SDGFA), I am writing this letter of support for the approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

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

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

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

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

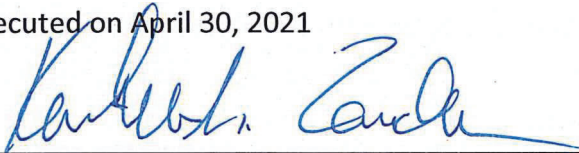
Sincerely,

Kathleen M. Zander  
Executive Director

**VERIFICATION**

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

Executed on April 30, 2021



[Signature]

Kathleen M. Zander



382 S. Junction Rd Plattsburgh, NY 12901 • 518-534-2830 • Fax 518-834-7169

**ATTENTION:** Surface Transportation Board

My name is Troy Baraby and my business address is 382 So. Junction Rd Plattsburgh, NY 12901. I am the owner of South Junction Enterprises LLC. In my role, I am responsible for unloading bulk commodities at our transloading facility at South Junction Enterprises LLC in Plattsburgh, NY.

South Junction Enterprises LLC is a transloading facility that utilizes CP's track to unload agricultural products like grain, industrial products like sand and cement, and minerals for feed ingredients. Bulk rail car commodities get shipped to us by origins such as Saskatchewan, North Dakota, New Jersey and Ontario. CP has been an excellent partner working with our transloading facility, their support has helped us both in achieving success.

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

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network- with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets- would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. South Junction Enterprises LLC has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class 1 consolidation.

South Junction Enterprises LLC requires a track network that can extend its services to all areas. In order to be a transloading yard that unloads multiple bulk commodities, we need a service area with a wider range to where these products are being produced and manufactured. Agricultural products that we bring in at our transloading facility feed local dairy in a regional area of 5-6 counties in NY and travel as far as into VT. Sand and Cement are brought in to manufacture thin set for our communities largest employer. This company employs over 600 people in Plattsburgh NY.

Our customers that we transload commodities for will benefit from lower transportation costs by the products being shipped on a single extended Class 1 rail line as opposed to traveling through various Class 1 railroads and short lines, which delays delivery times of commodities and adds increased handling costs.

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

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

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

CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of agricultural products, feed ingredients, and industrial products.

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

CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. This will allow for quicker transportation schedules, lowered handling costs, which will increase efficiency and overall production.

From South Junction Enterprises perspective and extended Class 1 railroad network could make shipping bulk commodities from new customers or businesses that we are not currently working with more appealing to utilize.

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

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

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class 1 railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

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

VERIFICATION

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

Executed on 4/28/2021.

Troy Baraby



Our Energy Makes the Difference®

ATTENTION: Surface Transportation Board

RE: STB Finance Docket No. 36500

CP-KCS Potential Combination

Sprague Operating Resources LLC hereby files this letter to express its concerns to the bid by CN to acquire KCS and state its support for the CP-KCS combination.

We support swift approval of the CP-KCS combination because of the significant benefits the combination would bring, including expanded markets and port options, improved service options, and invigorated transportation competition. We are served at our Searsport, Maine marine terminal by the CP, and this merger would expand our rail capabilities and allow us to serve new markets for us.

By contrast, a CN acquisition of KCS would lead to a reduction in competition and deprive shippers of the many tangible benefits offered by the CP/KCS deal. Specifically, if CN were to acquire KCS, NOT only will we be deprived of the benefits of the CP/KCS deal, but we will also suffer a reduction of competition in key areas by virtue of CN acquiring KCS.

From our perspective, the only combination involving KCS that is in the public interest is the one that CP has proposed. Unlike the CP/KCS combination, the acquisition of KCS by CN would result in harm to competition because the two railroads today serve many locations and shippers in common. Indeed, they operate parallel lines between Baton Rouge and New Orleans and Eastern Mississippi; they both serve grain and other shippers in large swaths of the Midwest and Southern United States; and they both reach the port of Mobile, Alabama. Even more fundamentally, between the Upper Midwest and Gulf Coast, a CN/KCS combination would reduce the number of independent routing options from four to three.



Our Energy Makes the Difference®

We expect a combined CPKC network to offer seamless, single-line service that will improve our transportation options and provide a better alternative to the options that already exist. A CN-KCS combination would limit competitive carrier options to markets and ports south of Kansas City.

Respectfully submitted,

Sincerely,

A handwritten signature in black ink that reads 'Mike Zampano'.

**Mike Zampano**  
Director, Industrial Fuels Sales & Asphalt Marketing  
April 28, 2021  
CC: All Parties of Record



April 29, 2021

**Mailing address:**

350 3<sup>rd</sup> Ave N, Suite 205  
Saskatoon, SK, S7K 6G7  
Canada

**Contact:**

info@standardrail.com

**Toll Free:**

(800) 936-1643



**ATTENTION: Surface Transportation Board**  
**RE: STB Finance Docket No. 36500 (CP-KCS Potential Combination)**

Standard Rail Corporation (formerly MGH Railcar) hereby files this letter to express its views about the bid by Canadian National (“CN”) to acquire Kansas City Southern (“KCS”) and to provide support for Canadian Pacific’s (“CP”) proposed combination with KCS.

Standard Rail Corporation offers a wide range of services, such as; mobile railcar cleaning, railcar dismantling, derailment service, transloading services, rail car remarking and mobile railcar repair. We work closely with CP partnered shortlines to transport and store cars off CP’s mainline.

Standard Rail Corporation has not previously addressed either of the two proposals involving the acquisition of KCS.

Standard Rail Corporation is reliant on CN for transportation services in certain markets and therefore does not wish to voice a position taking CP’s side over CN’s.

Standard Rail Corporation nonetheless has strong views about the kind of railroad combination that the STB should allow – and indeed expedite – versus the kind of combination that it should not permit to proceed.

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

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

A transaction meeting these criteria is in the public interest and should receive swift Board approval. Quick approval of procompetitive transactions is critical to helping shippers and other stakeholders reap the benefits sooner rather than later, and we have no objection to the use of a voting trust mechanism to facilitate such a transaction. For transactions that do not meet the three criteria set out above, we would strongly object to the Board allowing the transaction to proceed even as far as a voting trust, which itself could diminish competition and lead to downstream concerns.

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

Respectfully submitted,

Jaime DeKolver, CCLP  
Vice President

CC: All Parties of Record

**Standard Rail Corporation**

www.standardrail.com



April 30, 2021

**ATTENTION:** Surface Transportation Board

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

My name is Jim Reznik and I am the Director of Logistics for North America at St Marys Cement a Votorantim Cimentos company.

St Marys Cement is a major producer of cement in the US and Canada, with a network of cement plants and terminals. We ship 2000+ carloads of cement annually.

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

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

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

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

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

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

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

Regards,

A handwritten signature in black ink, appearing to read 'Jim Reznik', is written over a light blue horizontal line.

Jim Reznik

[Votorantim Cimentos](#)

St Marys Cement | Director of Logistics – North America

[james.reznik@vcimentos.com](mailto:james.reznik@vcimentos.com)

Office: 313 849 4576

9333 Dearborn Street, Detroit, MI 48209

[www.votorantimcimentos.com](http://www.votorantimcimentos.com)

[www.stmaryscement.com](http://www.stmaryscement.com)

April 29, 2021

ATTENTION: Surface Transportation Board

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

Supreme Structural Transport Ltd. hereby files this letter to express its views about the bid by Canadian National (“CN”) to acquire Kansas City Southern (“KCS”) and provide its support for Canadian Pacific’s (“CP”) proposed combination with KCS.

As a specialized Engineered Heavy-Lift company, Supreme Structural Transport Ltd. provides rigging and transport of Superloads which are outside of the capabilities of typical carriers. For our electrical transformer clients, we provide Jack-and-Slide procedures for transloading units from rail cars or for pad placement. We work closely with CP on rates, clearances, utilization of rail yards and rail corridors in the BC area to transport transformers.

Supreme Structural Transport Ltd has not previously addressed either of the two proposals involving the acquisition of KCS.

Supreme Structural Transport Ltd is reliant on CN for transportation services in certain markets and therefore does not wish to voice a position taking CP’s side over CN’s.

Supreme Structural Transport Ltd nonetheless has strong views about the kind of railroad combination that the STB should allow – and indeed expedite – versus the kind of combination that it should not permit to proceed.

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

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

A transaction meeting these criteria is in the public interest and should receive swift Board approval. Quick approval of procompetitive transactions is critical to helping shippers and other stakeholders reap the benefits sooner rather than later, and we have no objection to the use of a voting trust mechanism to facilitate such a transaction. For transactions that do not meet the three criteria set out above, we would strongly object to the Board allowing the transaction to proceed even as far as a voting trust, which itself could diminish competition and lead to downstream concerns.

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

Respectfully submitted,



Jessica Christensen  
Vice President





April 10, 2021

Surface Transportation Board  
395 E Street SW  
Washington, DC  
20423

Re: Canadian Pacific Railway Limited and Kansas City Southern Merger Agreement

Dear Surface Transportation Board,

I am writing to express my support for the Canadian Pacific Railway and Kansas City Southern merger.

As a customer and supplier, Tervita is excited by this transformative transaction creating the first US-Mexico-Canada railroad. The combined networks expand market reach and support North American economic growth.

We're also encouraged by the environmental and safety benefits which will arise through the new single line routes by shifting trucks off crowded highways, yielding reduced traffic and lower emissions.

Please feel free to reach out to me if you would like to discuss the merger.

Regards,

John W. Cooper  
President and CEO  
Tervita Corporation

**Tervita Corporation**

**Calgary Head Office**  
1600, 140 10<sup>th</sup> Ave SE  
Calgary, AB Canada  
T: (403) 233-7565

**tervita.com**



Apr 30 2021

ATTENTION: Surface Transportation Board

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

**Torch River Rail Inc.**  
PO Box 368  
Choiceland, SK S0J 0M0  
torchriverrail@gmail.com

Torch River Rail Inc. hereby files this letter to express its concerns to the bid by CN to acquire KCS and re-iterate its support for the CP-KCS combination.

As expressed in our initial letter to the Board dated April 30 2021, we support swift approval of the CP-KCS combination because of the significant benefits the combination would bring, including expanded markets and port options, improved service options, and invigorated transportation competition. Oats being the major commodity moved by our company, and with Mexico just beginning to be a major market for our oats, it is imperative that we are able to be as competitive as possible. To be competitive the rail freight is a major factor. A CP KCS merger would create a straight through connection with no interchanges creating the most direct and cost effective way to serve this important market.

By contrast, a CN acquisition of KCS would lead to a reduction in competition and deprive shippers of the many tangible benefits offered by the CP/KCS deal. Specifically, if CN were to acquire KCS, The merged firm would not provide the same straight through cost effective freight for fertilizer brought into our area from the Gulf of Mexico.

We would be harmed by the reduction in competition that would result from a CN acquisition of KCS.

NOT only will we be deprived of the benefits of the CP/KCS deal, but we will also suffer a reduction of competition in key areas by virtue of CN acquiring KCS.

From our perspective, the only combination involving KCS that is in the public interest is the one that CP has proposed. Unlike the CP/KCS combination, the acquisition of KCS by CN would result in harm to competition because the two railroads today serve many locations and shippers in common. Indeed, they operate parallel lines between Baton Rouge and New Orleans and Eastern Mississippi; they both serve grain and other shippers in large swaths of the Midwest and Southern United States; and they both reach the port of Mobile, Alabama. Even more fundamentally, between the Upper Midwest and Gulf Coast, a CN/KCS combination would reduce the number of independent routing options from four to three.

It would also be naive to not think that in places where CN and KCS lines parallel, that in the future there would be closure of some of these lines, eliminating infrastructure reducing the ability to service local industries.

We expect a combined CPKC network to offer seamless, single-line service that will improve our transportation options and provide a better alternative to the options that already exist. A CN-KCS combination would limit competitive carrier options to markets and ports south of Kansas City.

Respectfully submitted

Ron Shymanski  
Chairman  
Torch River Rail



Toll Free: 1-855-866-6901

Ph. 403-264-6901 F. 403-237-6627

420, 333 - 11 Avenue S.W. Calgary, AB T2R 1 L9

April 28, 2021

**ATTENTION: Surface Transportation Board**

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

Transload Logistics Corp. hereby files this letter to express its concerns to the bid by CN to acquire KCS and state its support for the CP-KCS combination.

We support swift approval of the CP-KCS combination because of the significant benefits the combination would bring, including expanded markets and port options, improved service options, and invigorated transportation competition.

By contrast, a CN acquisition of KCS would lead to a reduction in competition and deprive shippers of the many tangible benefits offered by the CP/KCS deal. Specifically, if CN were to acquire KCS, we will be harmed by the reduction in competition that would result from a CN acquisition of KCS.

From our perspective, the only combination involving KCS that is in the public interest is the one that CP has proposed. Unlike the CP/KCS combination, the acquisition of KCS by CN would result in harm to competition because the two railroads today serve many locations and shippers in common. Indeed, they operate parallel lines between Baton Rouge and New Orleans and Eastern Mississippi; they both serve grain and other shippers in large swaths of the Midwest and Southern United States; and they both reach the port of Mobile, Alabama. Even more fundamentally, between the Upper Midwest and Gulf Coast, a CN/KCS combination would reduce the number of independent routing options from four to three.

We expect a combined CPKC network to offer seamless, single-line service that will improve our transportation options and provide a better alternative to the options that already exist. A CN-KCS combination would limit competitive carrier options to markets and ports south of Kansas City.

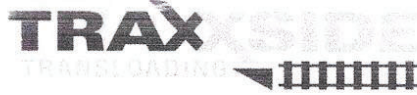
Respectfully submitted,

A handwritten signature in black ink, appearing to read "G. Ben Docketor", is written over a horizontal line.

G. Ben Docketor

C.E.O.

April 28, 2021



## TRAXXSIDE SHIPPER SUPPORT LETTER

April 30, 2021

**ATTENTION:** Surface Transportation Board

My name is David Warne, and my business address is 231 Speedvale Ave W, Guelph, ON N1H 1C5. I am General Manager of Traxxside Transloading. In my role, I am responsible for the operations, logistics and commercial success of our company, including the relationships with the railways.

Traxxside is 3<sup>rd</sup> Party Logistics Company offering multi modal transloading service between rail, intermodal and trucks. Traxxside's customers rely on us to efficiently ship and receive over 2500 carloads annually of bulk grain, food, and industrial products through our facility to support their production facilities and customers. We have an excellent relationship with Canadian Pacific who connect to our facility via a short-line and directly with their door to door domestic intermodal service.

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

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

The combined company's single line service would improve our customer's ability to source products of brown and brewers rice moving from KCS markets in Arkansas, Louisiana & Mississippi directly to Guelph, Ontario.

CP's experience providing seamless intermodal service throughout their network and across borders will also benefit our customers and operations.

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

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

231 Speedvale Avenue West, Guelph, Ontario N1H 1C5 Tel: 519-824-1345 Fax: 519-822-7994

[www.traxxside.com](http://www.traxxside.com)





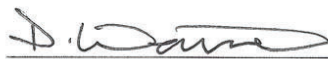
KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will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

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

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

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

Sincerely,

 [Signature]

David K. Warne

Executed on APRIL 30, 2021 [date].



**ATTENTION: Surface Transportation Board**

My name is Casey Ehrman and my business address is 400 SW 6th Ave, Portland, OR 97204. I am a Partner at TYR Food Products Inc. In my role, I am responsible for managing our feed products group which buys and sells grains for animal feed.

TYR Food Products Inc ships various different grains on the CP rail line to customers in the US, Canada, and Mexico. We utilize the CP rail for shipping our grain in covered hoppers out of Minnesota and Canada.

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

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

---

**We ship grain from our CP-served facilities in Minnesota, and North Dakota to our customers with elevators in the South Central and Gulf region.**

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

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



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

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

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

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

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

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



**VERIFICATION**

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

Executed on      3/23/21.

[Signature]

[Insert typed name]



## **UNITED ENERGY TRADING, LLC.**

225 Union Boulevard, Suite 200 • Lakewood, Colorado 80228 • Office: 303-991-0983 • Fax: 303-991-0988

### **UET SHIPPER SUPPORT LETTER**

**ATTENTION:** Surface Transportation Board

My name is Tom Smith and my business address is 225 Union Blvd, Suite 2000. Lakewood, CO 80228. I am President of United Energy Trading, LLC (“UET”).

UET is a privately held trading and logistics company. UET focuses on trading, logistics, and transportation of hydrocarbons and other commodities. UET also develops supply chain solutions and assets for the movement of hydrocarbons and other commodities. UET has been and continues to be a major player in the movement of hydrocarbons by rail including crude oil and LPGs out of Canada and refined products to Mexico.

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

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

**UET is currently working with the CP on movements of crude oil and LPG across a network of terminals in North America. UET is working to ship products out of AB and SK to various points in the US Gulf and East Coast.**

**UET is currently shipping refined products with the KCS to various point in Mexico. In addition, UET is working with the KCS on the potential movement of LPGs into Mexico.**

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

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

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

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

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

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

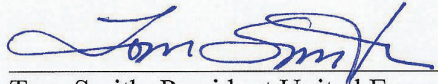
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction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

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

**VERIFICATION**

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

Executed on April 30, 2021.



[Signature]

Tom Smith, President United Energy Trading, LLC



April 29, 2021

ATTENTION: Surface Transportation Board

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

VantEdge Logistics Inc. hereby files this letter to express its concerns to the bid by CN to acquire KCS and state its support for the CP-KCS combination.

We support swift approval of the CP-KCS combination because of the significant benefits the combination would bring, including expanded markets and port options, improved service options, and invigorated transportation competition.

By contrast, a CN acquisition of KCS would lead to a reduction in competition and deprive shippers of the many tangible benefits offered by the CP/KCS deal. Specifically, if CN were to acquire KCS, NOT only will we be deprived of the benefits of the CP/KCS deal, but we will also suffer a reduction of competition in key areas by virtue of CN acquiring KCS.

From our perspective, the only combination involving KCS that is in the public interest is the one that CP has proposed. Unlike the CP/KCS combination, the acquisition of KCS by CN would result in harm to competition because the two railroads today serve many locations and shippers in common. Indeed, they operate parallel lines between Baton Rouge and New Orleans and Eastern Mississippi; they both serve grain and other shippers in large swaths of the Midwest and Southern United States; and they both reach the port of Mobile, Alabama. Even more fundamentally, between the Upper Midwest and Gulf Coast, a CN/KCS combination would reduce the number of independent routing options from four to three.

We expect a combined CPKC network to offer seamless, single-line service that will improve our transportation options and provide a better alternative to the options that already exist. A CN-KCS combination would limit competitive carrier options to markets and ports south of Kansas City.

Respectfully submitted,

A handwritten signature in cursive script that reads "Glenn Moore".

Glenn Moore  
President  
April 29, 2021  
CC: All Parties of Record



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

### To Whom It May Concern:

I am providing written support for the combination of Canadian Pacific Railway (CP) and Kansas City Southern (KCS). I believe this combination of railroads will benefit not only Wakefield Canada by creating more effective supply chains across the North American. This transaction will open up new opportunities and new markets for businesses by leveraging this much needed supply chain resource. Currently Wakefield Canada and CP partner together to move Intermodal traffic into Western Canada. CP is a key carrier that is transporting products between our Canadian Distribution Centre's. Wakefield Canada & CP partnership is strategic and both companies collaborate to create better and more environmentally sustainable supply chains to service the demand of the North American marketplace.

Wakefield Canada is overjoyed about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will provide an alternative to our current use of CN when sourcing product from the US. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option. This transaction will aid in reducing carbon emission by creating a competitive alternative to Over-the-Road that is considerably more sustainable for the environment.

Wakefield Canada urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all shippers across the USA, Mexico and Canada.



Sincerely,

**John Short** | Director, Supply Chain Optimization

Wakefield Canada Inc. | 3660 Lake Shore Blvd. West | Toronto | Ontario | M8W 1P2

Tel. +1 (416) 252-5511, 4488 | Mobile. +1 (416) 452-0272

[JShort@wakefieldcanada.ca](mailto:JShort@wakefieldcanada.ca)



Platinum member



**4Refuel**  
Suite 250  
1900 Enchanted Way  
Grapevine, TX | 76051  
T | 1-844-473-3835  
[4Refuel.com](http://4Refuel.com)

April 23, 2021

**Surface Transportation Board**  
**395 E. St. SW**  
**Washington, DC 20423**

**Re: CP / KCS Merger**

**Dear Surface Transportation Board:**

4Refuel is a company founded in 1995 and is the leader in mobile on-site refuelling in North America, serving industry segments including the rail industry across Canada and Texas.

We are writing to you today in support of CP's acquisition of KCS. CP has been a valued customer of 4Refuel for over 20 years. Today, 4Refuel continues to provide direct to locomotive refuelling services for their fleet.

We believe if this expansion were to achieve the required regulatory approval, there are notable economic and social benefits in new rail capacity that benefit shippers, the public, and suppliers like us alike.

We are happy to provide further context and details of our working relationship with CP as well as answer any additional questions you may have at any time. Please reach out to me through Shawn McGuire, our Manager, Marketing & Communications. He can be reached at [shmcguire@4Refuel.com](mailto:shmcguire@4Refuel.com) or 365-777-6887.

Thank you for your time and attention.

Larry Rodo  
President & CEO  
4Refuel



**1515 – 9<sup>TH</sup> Ave SE  
Calgary, AB T2G 0T6  
PH: 403-262-1999**

April 30, 2021

A & A Paving Ltd. is a supplier of Heavy Equipment Rental with Operation for Snow Removal and General Earthmoving to the rail industry. CP is one of our customers.

I Ali Assaf serve as the President at A & A Paving Ltd. A & A Paving Ltd. supports approval of the proposed combination of CP and KCS.


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

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

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

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

Signed:



Ali Assaf, President  
A & A Paving Ltd.

April 30, 2021

To Whom It May Concern:

A&B Rail Services Ltd. ("A&B Rail"), a company headquartered in Sherwood Park, Alberta, Canada is one of Canada's largest independent contractors of railway construction and maintenance services. A&B Rail is a key supplier to Canadian Pacific Railway ("CP").

I, Dave Farnsworth, serving as President of A&B Rail Services Ltd., confirm that A&B Rail supports the approval of the proposed combination of CP and Kansas City Southern Railway Company ("KC").

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

As a key supplier to CP in Canada with firsthand knowledge of its commitment to safety and to serving its customers, we have no doubt that CP will continue living up to their reputation of maintaining and upgrading equipment and facilities through their extensive and continuous investment in the industry. Furthermore, we believe the merger will bring synergies to the rail industry, right sizing the railroad's fleet and increasing efficiencies within the rail business.

The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, provide new competitive options, and shift freight from trucks on the highways to the rail system, which we believe will result in a positive environmental impact. Together, these benefits will support economic and employment growth in the United States, in Canada, and across the Continent under the USMCA trade agreement and support investments in new rail capacity that will benefit shippers, the public, and suppliers alike.

In summary, we see this transaction as beneficial and we do not anticipate any negative impact to the environment, to competition, to safety, or to any other public interest. A&B Rail is thus voicing strong support for this transaction, and we respectfully urge you to approve CP's acquisition of KC as swiftly as possible so that the positive impacts of this deal can be realized for the benefit of all stakeholders.

Respectfully,



Dave Farnsworth  
President  
A&B Rail Services



PO Box 186  
Ash Fork, AZ 86320  
(877) RRTRACK  
www.allamericantrack.com

April 29<sup>th</sup>, 2021

Transportation Surface Board,

- All American Track, Inc. is a supplier of Maintenance of Way Services with a specialization in production tie replacement crews and track surfacing crews. CP is one of our customers.
- I, Ardella Fernow, SERVE AS THE PRESIDENT at ALL AMERICAN TRACK, INC. where my duties include overseeing contracts with our customers, ensuring the overall well being of my employees, and to guarantee the future of my company is bright. ALL AMERICAN TRACK, INC. supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- All American Track, Inc. sees value in the merger as it will provide customers and employees alike with strongest and safest freight experience in North America.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Sincerely,

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

Ardella Fernow  
President



April 30, 2021

Subject: Endorsement Letter

To whom it may concern,

I Devin Murphy serve as the Director of Operations for AVA Maintenance Management Inc, where my duties include strategic business development, customer liaison and overseeing the workflow of our various business units. I am writing this letter in support for Canadian Pacific Railway in its bid for the merger and acquisition of KCS Railway. AVA Maintenance Management Inc. is a supplier of CPR, we support the Intermodal and Automotive yards in Alberta and CP is one of our most valued customers.

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

AVA supplies support services in the form of yard maintenance, snow management, landscaping services etc. to CP and we see tremendous value in the merger due to CP's attention to safety, continual investments in upgrading facilities and capacity to serve customers and the future opportunities it would provide to companies like ours.

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

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

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

Sincerely,

A handwritten signature in black ink that reads "RD Murphy". The signature is written in a cursive, slightly slanted style.

Devin Murphy

Director of Operations

AVA Maintenance Management  
9320 52 St SE  
Calgary AB, T2C 2R5

**May 3<sup>rd</sup>, 2021**

To whom it may concern,

BossPac is a supplier of Dark Rail Network Communication Stations to CP. I Tom Droog, am the Owner and sole Shareholder of BossPac Engineering & Technology and we support approval of the proposed combination of CP and KCS.

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

BossPac supplies CP with wireless dark rail network penetration infrastructure for collecting and distributing data from fixed, mobile, and quick deploy sensors. Our partnership with CP allows us to ensure that data can be acquired, moved and analysed so that CP can anticipate issues and take preventative measures before an incident occurs.

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

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

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

Tom Droog  
Owner  
BossPac Engineering & Technology



Lachine, April 29, 2021

To: Surface Transportation Board  
395 E. St. SW  
Washington, DC 20423

- CAD is a supplier of, Locomotive Repairs, Emissions Testing, Component Repairs and Engine Rebuilding to the rail industry. CP is one of our customers.
- I Jean-Guy Bergeron SERVE AS THE Vice-President of Sales and Marketing and Chief Operating Officer at CAD Railway Industries Ltd., where my duties include providing the best service and quality possible, participating in conference calls, pricing of new projects. CAD Railway Industries supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- CadRI has a long and strong business relationship as a locomotives and car maintenance, repair and overhaul supplier. We see this new transportation services as the missing link to completely open the North American market.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Respectfully,

A handwritten signature in blue ink, appearing to read 'JG Bergeron', with a long horizontal line extending to the right.

Jean-Guy Bergeron  
VP Sales & Marketing and COO

CC Chris Chetty  
Sales Account Manager





April 30, 2021

**Re:** Canadian Pacific transaction with Kansas City Southern Railway – Supplier Support Letter

To whom it may concern,

Canam Bridges Canada Inc. (“Canam”) is writing to you today in support of the transaction between CP and KCS (“Transaction”). In this regard, Canam is a key supplier of CP as it:

- Fabricates and ships bearings, expansion joints and structural steel for CP bridge projects throughout Canada and the North Midwest USA

The Transaction would open up new business opportunities for Canam to fabricate structural steel and other bridge components for bridges in Canada, the US and Mexico. This would enable Canam to add to the competitive nature of such projects.

Canam therefore provides its support to the Transaction and remains available to provide more information as may be required.

Regards,

A handwritten signature in blue ink, appearing to read "Robin Lapointe", is positioned above the typed name.

Robin Lapointe,  
Vice-President, Sales and Business Development  
Canam Bridges Canada Inc.

Cc: All Parties of Record



**GESTION IMMOBILIER C.B.S.  
C.B.S. PROPERTY MANAGEMENT INC.**

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

**May 03, 2021**

**Surface Transportation Board  
395 E Street SW Washington, DC 20423**

- CBS Property Management Inc., is a supplier of Janitorial services to the rail industry. CP is one of our customers.
- I George Salonikidis SERVE AS THE Director of Operations at CBS Property Management Inc., where my duties include planning, supervising, developing financial plans and working with project managers on special CP projects. CBS Property Management Inc., supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- With CP's proven industry leading leadership, a larger network, under one umbrella could lower cost for all its customers. Because of CP's ability to lead the industry in savings and efficiency, we are able to provide clean and healthy facilities without ever having to implement cost cutting at the expense of a safe clean environment.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

George Salonikidis

Operations Manager

CBS Property Management Inc.



To whom it may concern,

April 29, 2021

My name is Alena Ceniti, President, and owner of Centera Transport Inc. Centera is a cross-town transportation carrier in the Chicago area. We service all Class I railroads. Centera has been the House Carrier for Canadian Pacific Bensenville/Schiller Park since 20003.

We are excited about the prospect of the CP/KCS merger. We see more business coming from Mexico to Chicago off the KCS lines. We believe this would greatly impact growth and investment in the North American rail network.

This merger would not only benefit rail growth, but would benefit all involved including shippers, companies like ourselves as well as the general public.

We do not foresee any negative impact this could bring. This merger would only ensure competitive, stimulating growth of rail transportation in North America. We look forward to seeing this merger come to fruition.

Sincerely,

A handwritten signature in black ink, appearing to read "Alena Ceniti". The signature is fluid and cursive, with a large initial "A" and "C".

Alena Ceniti

President



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1 May 2021

Attention: To whom it may concern

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### Letter of Support

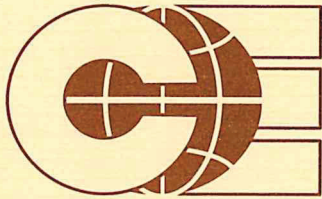
- Clifton Engineering Group is a supplier of Engineering Services to the rail industry. CP has been one of our most admired and respected clients for more than 40 years.
- I, Paul van der Raadt, serve as the President of Clifton Engineering Group. Clifton Engineering Group strongly supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth, investment and strengthening of the North American rail network.
- Clifton Engineering Group has the privilege to work for CP Rail systemwide, throughout their US and Canadian operations. We provide emergency call-out services, engineering investigations, planning, design, remediation services, quarry management, ballast quality control and engineering services during construction. CP Rail always demonstrates a dedication and commitment to safety at the highest level and are continuously investing and upgrading facilities to increase capacity to serve its's customers.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Yours truly,

Clifton



Paul van der Raadt, M.Sc. P.Eng.  
President  
Clifton Engineering Group Inc.  
[paul\\_vanderraadt@clifton.ca](mailto:paul_vanderraadt@clifton.ca) (403) 650-0711



## CONTINENTAL EARTHMOVERS LTD.

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4812 - 37 AVENUE Mailing: BOX 6325  
WETASKIWIN, ALBERTA T9A 2G1  
TELEPHONE: 403 - 352 - 5006 FAX: 403 - 352 - 3704

April 30, 2021

Attention: Surface Transportation Board

Re: Supplier Support

- Continental Earthmovers Ltd. is a supplier of heavy equipment and civil projects to the rail industry. CP is one of our customers.
- I Nathan Goofers serve as the project manager at Continental Earthmovers Ltd. where my duties include overseeing and working on site to complete projects. Continental Earthmovers Ltd. supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- Continental Earthmovers Ltd. has been a contractor to CP for the 40 plus years, we feel that this merger will bring great opportunities to all of the Americas. With CP's continual attention to safety, investments in upgrading facilities and capacity to serve customers.
- The new transportation services that CPKS will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that growth at CPKC, and will shift freight from trucks on the highway to the rail system. All of these things will help support economic and employment growth in the United States and across the continent under the USMCA trade agreement.
- In turn that growth will support investments in new rail capacity that benefit shippers, the public and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Nathan Goofers

Project Manager  
Continental Earthmovers Ltd.



April 29, 2021

Supplier Support Letter

Danella Rental Systems, Inc is a rental source of specialized vehicles and equipment to the rail industry. CP is one of our customers.

I, Stephen Bolte serve as the Vice President of Business Development at Danella Rental Systems, Inc., where my duties include Business Development of both new and current customers, Marketing, and Customer Relations. I also serve on several industry association Board of Directors such as the NRCMA, RSSI, and the AARS.

Danella Rental Systems, Inc. supports approval of the proposed combination of the CP and KCS. From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.

Danella Rental Systems, Inc. is the prime source for the rental of specialized vehicles, construction equipment and on-track work equipment in the railroad industry. Currently, we rent hi-rail light, medium, and heavy-duty vehicles and construction equipment to the CP, such as hi-rail pickups, utility trucks, plow trucks, backhoes, crane trucks, and grapple trucks. The CP has a commitment to safety, continual investments in upgrading rail and facilities to increase capacity to better serve their customers.

The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that do not exist today, shifting freight from trucks on the highways to the rail system. Rail is the most environmentally friendly and most economical way to ship freight. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.

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

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

*Stephen Bolte*

Stephen Bolte

VP Business Development

Danella Rental Systems, Inc.

# DEHN OIL COMPANY

6735 141st Ave N.W.  
Ramsey, MN 55303-5727

Phone: (763) 421-5571

1-877-769-8077

Fax: (763) 421-8236

[www.dehnoil.com](http://www.dehnoil.com)

4/29/2021

- Dehn Oil Company is a supplier of diesel fuel, gasoline, and other refined products to the rail industry. CP is one of Dehn Oil Company's biggest customers; we have been doing business with CP rail since the early 1990's.
- I John Dehn serve as the President/COO at Dehn Oil Company, where my duties include all company operations, supplier pricing, dispatching and safety compliance. Dehn Oil Company supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- Dehn Oil being a long-term supplier of CP rail, we acknowledge their strict safety policies, these policies being enforced by another railway through merger bring an added value to local communities and general public. Upgrading facilities to operate more efficiently, capacity, to serve customer, more efficient fueling plans also help the environment
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.



John Dehn  
President/COO  
Dehn Oil Company



March 30, 2021

To Whom It May Concern,

DMS Rail Ltd., a ServcoCanada company, located in Manitoba, is a welding and fabrication service provider to the rail industry, with CP being one of our clients.

Manitoba is situated in the middle of CP's main east-west line and has a terminal for one of CP's border crossings linked directly to Kansas City. The merger of the two companies and the new transportation services will provide direct and robust economic and employment growth in Manitoba and across the continent under the USMCA trade agreement.

As the President and CEO of DMS Rail Ltd, we fully support the proposed merger of CP and KCS. We look forward to a swift transaction close that will rapidly benefit investors, shippers, suppliers, and service providers.

Regards,

A handwritten signature in blue ink, appearing to read "Julien Lafleche".

Julien Lafleche  
President & CEO





April 28, 2021

Surface Transportation Board  
395 E. St. SW  
Washington, DC 20423

Dooley's Petroleum, Inc. is a supplier of diesel fuel and propane to the rail industry. CP is one of our valued customers. In my role as the C.O.O. at Dooley's Petroleum, my duties include working with our team in supplying CP with their fuel and propane needs. Dooley's strongly supports approval of the proposed combination of CP and KCS.

From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network. Dooley's has been a supplier to CP at locations in both Minnesota and Iowa. Through our working relationship we have grown to appreciate their commitment to maintaining good supplier-customer relationship and their commitment to providing a safe working environment for our employees. We would see this merger as a way to strengthen their commitments in these areas.

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

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

Sincerely,

A handwritten signature in blue ink that reads "Scott Jones". The signature is fluid and cursive, with the first name "Scott" being larger and more prominent than the last name "Jones".

Scott Jones  
C.O.O.  
Dooley's Petroleum, Inc.

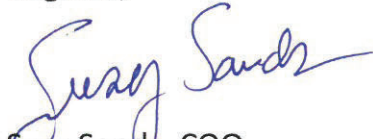
April 30, 2021

Surface Transportation Board  
395 E. St. SW  
Washington, DC 20423

- DPS Electronics, Inc. is a supplier of Specialized Electronics Communications Solutions to the rail industry. CP is one of our customers.
- I, Susy Sands COO of DPS Electronics, Inc where my duties include Operations supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Please contact me for any additional information.

Regards,



Susy Sands, COO  
DPS Electronics, Inc.  
Susy.sands@dpsrr.com





April 29, 2021

Surface Transportation Board  
395 E Street SW  
Washington, DC 20423

To Whom it May Concern,

E80 Plus Constructors, LLC is a supplier of bridge repair, replacement, strengthening, and engineering to the rail industry. Canadian Pacific Railway, CP, is one of our customers.

I serve as the President at E80 Holdings, Inc. where my duties include helping the railroad industry implement and maintain safe bridge and culvert infrastructure.

From our perspective as a supplier, the proposed merger transaction creating CPKC is beneficial since it will support strong growth and investment in the North American Rail Network.

We serve most of the Class I Railroads of North America in addition to Regionals and Short Line Railroads. CP's sincere attention to safety with continual investment into their infrastructure will make them a successful merger candidate to form CPKC. CP is truly committed to safety, their facilities, infrastructure, and ability to serve their customers at a very high level.

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

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

Thank you for your time.

Sincerely,

A handwritten signature in black ink, appearing to read "T. J. Pfeil". The signature is written in a cursive style with a large loop at the end.

Timothy J. Pfeil, P.E.  
President  
E80 Holdings, Inc.

7120 Patton Rd / DeForest, Wisconsin 53532 / (608) 846-1880 / Toll Free: (888) 846-6310  
Facsimile: (608) 846-2225 / E-mail: info@e80plus.com

April 29<sup>th</sup>, 2021

Clive Morgan

Director Engineering Sourcing & Fleet Vehicles

Surface Transportation Board,

I am writing this letter to confirm our support for our customer **CP Rail**.

- ESI Rail Ltd is a supplier of signals and communications to the rail industry and CP is one of our customers.
- I, Les Buzzell, owner of ESI Rail Ltd at 4-877 Redonda street, Manitoba Canada absolutely support the proposed merger of CP & KCS.
- From a supplier's perspective this merger will further strengthen CP & KCS in the market and will provide customers an almost no delay on time scenario.
- We at ESI Rail Ltd provide support for maintenance, production and construction and we strongly believe that this powerful merger will only deliver more value, better serve & broaden the global marketplace.
- The new transportation services that CPKC will bring to their customers will encourage expansion in rail transportation, provide competitive options for growth at CPKC and will shift truck freight to rail freight. All these effects will help support employment in both continents under the USMCA agreement.
- This kind of merger will support investments in modern rail capacity that will only benefit shippers, the public and communities.
- We at ESI Rail Ltd see this merger as only beneficial; we do not foresee any negative impact on the environment, safety, or any other public interest.

In closing I appreciate how CP is committed to building relationships with their vendors and customers. CP is defiantly more cognizant of building and strengthening their relationship than their competitors.

Should you need to contact me I can be reached via email at les@esirail.com or by phone at (204)451-1476

Sincerely,



Les Buzzell  
CEO/Director  
ESI Rail Ltd.

April 30, 2021

**Re: Endorsement of Support - Canadian Pacific Railway Merger with Kansas City Southern**

To: Transportation Surface Board

Gardewine Group LP is a supplier of drayage, transportation and warehousing services to the rail industry in the North American marketplace. CP represents a significant client to Gardewine in this sector. In regards to CP's pending merger with KCS, I (Jordan Kehler) serve as the Director – Dedicated Logistics for Gardewine Group LP, which supports the approval of the proposed combination of CP and KCS operations.

From Gardewine's perspective as a service provider to CP, the transaction is beneficial because it will strongly support growth, improve network reach and will stimulate investment in the North American rail network. Our organization see's internal value in the merger between CP and KCS largely due to the increased capacity it will provide to the customer network that both CP and Gardewine share. In addition, it promotes continual investment in infrastructure for both parties.

The new and expanded transportation services that CPKC will bring to their customers will stimulate growth in rail transportation and will provide new competitive options that support growth at CPKC. These benefits will also help support holistic economic growth in North America, which acts as a real benefit to commercial shippers, suppliers and the public alike.

To summarize, Gardewine views the transaction as purely beneficial and does not anticipate any negative impacts to the competitive landscape, environment or general safety. For these purposes, we hope to see the transaction close and the benefits become real as imminently as possible.

Best Regards,



Jordan Kehler  
Director Dedicated Logistics  
Gardewine Group LP

# GOLDSTAR TRUCKING LTD.

May 5, 2021

*Attention:*            *Transportation Surface Board*

*Reference:*         *Supplier Support Letter Bullets*

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Transportation Surface Board,

Goldstar Trucking Ltd. is a supplier of Heavy Civil Construction to the rail industry. CP is one of our customers.

I, Fernando Nogueira, serve as the Estimator at Goldstar Trucking Ltd., where my duties include construction estimation and proposal of the company's pursuits. Goldstar Trucking Ltd. supports approval of the proposed combination of CP and KCS.

As a Heavy Civil Contractor, we support this merger because of CP's continual investments in upgrading facilities and capacity to serve its customers. The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system.

All these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement. In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.

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

Sincerely,



Fernando Nogueira  
Estimator  
Goldstar Trucking Ltd.

**GROUPE JMG CONSTRUCTION INC.**  
2350 Rue St-Patrick  
Montréal, Québec  
H3K 1B6  
Tél. : 514-931-9151 Fax : 514-762-2228  
R.B.Q. : 5717-0656-01

**Saint-Constant, May 3th 2021**

**To the attention of : Surface Transportation Board.**

- Groupe JMG Construction Inc. is a supplier of excavation, paving, snow removal to the rail industry. CP is one of our customers.
- I Sandrine Girard SERVE AS THE CEO at Groupe JMG Construction Inc, where my duties include to preside over the organization's day-to-day operation. Groupe JMG construction Inc supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- As a construction company, we offer services of quality to ensure a good proceeding of the CP's activities by fixing pipes, paving ways, and by ensuring the Quebec winter is no problem when it comes to serving the clients of CP. We are always proud to work for the CP and we would be as proud to work for KCS if the merge occurs. We think the merge is a great opportunity for the CP because it is a great investment.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.

**GROUPE JMG CONSTRUCTION INC.**  
2350 Rue St-Patrick  
Montréal, Québec  
H3K 1B6  
Tél. : 514-931-9151 Fax : 514-762-2228  
R.B.Q. : 5717-0656-01

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



Sandrine Girard  
CEO, Groupe JMG Construction Inc





April 29, 2021

Attn:

Surface Transportation Board  
395 E. St. SW  
Washington, DC 20423

G&B Fuel Inc Group of Companies is a supplier of Fuel for Locomotive/Equipment operations to the rail industry. Canadian Pacific Railway is one of our customers.

I Chris Neyrinck Serve as the General Manager at G&B Fuels Inc Group of Companies, where my duties include the Management and support for safe movement of fuels across Western Canada. G&B Fuels Inc supports approval of the proposed combination of Canadian Pacific Railway and Kansas City Southern.

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

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

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

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

Sincerely,

*Chris Neyrinck*

Chris Neyrinck  
General Manager  
G&B Fuels Group of Companies  
[Chris.neyrinck@gbfuels.biz](mailto:Chris.neyrinck@gbfuels.biz)  
1-403-835-4410





May 3, 2021

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

**Re: Canadian Pacific (CP) – KCS Combination**

Dear Ms. Brown:

Hallcon Corporation has been a transportation services provider to CP for over 20 years in Canada. We provide 24/7/365 on-demand transportation to reposition train crew members and keep trains moving efficiently through their network.

Hallcon Corporation supports CP's acquisition of KCS because it will strongly support growth and investment in the North American rail network.

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 the rail network which will be both beneficial to us and the overall economy.

We believe the combination will help to stimulate growth in rail transportation, provide new competitive options for rail transportation, reduce the impact of trucks on the highways, and benefit us as a supplier.

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

Sincerely,

A handwritten signature in blue ink, appearing to read "John R. Stoiber".

John R. Stoiber  
President & CEO  
Hallcon Corporation

cc: Parties of Record



May 4, 2021

Attention: Surface Transportation Board

Hansen's Releasing Company is a supplier of Automotive Yard Management Services (Rail loading and unloading) to the rail industry. CP is one of our customers. I Russel Eddy serve as the General Manager at Hansen's Releasing Company, where my duties include the Management of Multiple Service locations for CP. Hansen's Releasing Company strongly supports approval of the proposed combination of CP and KCS. From Hansen's Releasing Company's perspective as a supplier, the transaction is beneficial due to it will strongly support growth and investment in the North American rail network. I see great value in the merger for the economy creating more jobs. CP's high attention to safety, continual improvements, upgrades to its facilities and expanded capacity to better serve its customers would make CP a great partner. The new transportation services that CPKC would bring to provide new competitive options that support growth at CPKC, would shift freight from the highways to the rail system. All these items will help support economic and employment growth in the United States and across the Continent under the USMCA Trade Agreement. This growth would support investments in new rail capacity that would benefit shippers, the public, and suppliers like us alike. Hansen's Releasing Company views the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons we hope to see the transaction close, and benefits come to light as soon as possible.

Regards,

A handwritten signature in blue ink, appearing to read "Russel Eddy", with a long horizontal flourish extending to the right.

Russel Eddy

General Manager

Hansen's Releasing Company

April 8, 2021

Re: Canadian Pacific - Kansas City Southern

To Whom It May Concern:

- Harsco Rail, a Division of Harsco Corporation (“Harsco Rail”), is a supplier of global supplier for railway track maintenance and construction equipment to the rail industry. CP is one of our customers.
- I, Douglas Combs, am the Vice President North America for Harsco Rail, where my duties include being the business leader responsible for the North American market and operations. Harsco Rail supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- Harsco Rail is a leading North American supplier of not only maintenance of way equipment but also technology products for roadway worker safety. Harsco Rail sees value in the proposed merger between CP and KCS given CP’s attention to safety, and its investments in infrastructure.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Signed,



Douglas Combs  
Vice President North America  
Harsco Rail, A Division of Harsco Corporation

#3-20071 113b Ave  
Maple Ridge, BC. V2X0Z2  
604-839-2067  
heritageelectric@yahoo.com



May 3, 2021

Surface Transportation Board  
395 E Street SW Washington, DC 20423

- Heritage Electric Ltd. is a supplier of electrical and general contracting services to the rail industry. CP is one of our customers.
- I Bill Banning serve as the vice president at Heritage Electric Ltd, where my duties include estimating, project management and installation support. Heritage Electric Ltd. supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- As a supplier of electrical and contracting services, we see value in this merger due to CP's continual investments in upgrading facilities.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Best Regards,

A handwritten signature in blue ink, appearing to read "Bill Banning", with a long horizontal flourish extending to the right.

Bill Banning  
Vice President  
Heritage Electric Ltd.



April 30, 2021

High Country Vac Services assists the railroad industry in environmental and dangerous goods cleanup efforts within CP Rail network in Alberta.

I Travis Johnson serve as the operations manager at High Country Vac Services where my duties include managing and overseeing the day-to-day operations with the railroad industry as a critical piece of our business plan. High Country Vac fully supports the CP KCS combination.

From our perspective as a service supplier the combination would strongly support growth within the existing CP rail network and as well as spur investments within North America.

CP Rail is a safety conscious transporter and from my perspective willing to invest in the supplier network and upgrading facilities to meet demand.

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

This new CPKCS will bring investments not currently realized within today's rail network and as a result this will support businesses like myself and other CP suppliers. I see this transaction as only beneficial and do not foresee any negative impacts on the environment, to competition, safety and for any other public interest for that matter. I hope to see this transaction close without delay and the benefits realized for all of North America.

Best Regards,

A handwritten signature in black ink, appearing to be "T. Johnson", written over a white background.

Travis Johnson  
Operations Manager  
High Country Vac

Box 1356 Okotoks, AB T1S 1B3  
P: 403.938.1500 F: 403.982.5570 E: [sales@highcountryvac.com](mailto:sales@highcountryvac.com)  
[www.highcountryvac.com](http://www.highcountryvac.com)



April 29, 2021

HiRail Leasing is a supplier of Hirail equipped rental vehicles and equipment to the rail industry. CP is one of our customers.

I, Shirley Foster serve as the President at HiRail Leasing, where my duties include the growth, development and safety of over 550 hirail work vehicles for use on railroads across North America. HiRail Leasing supports approval of the proposed combination of CP and KCS.

As the largest rental company for hirail equipped vehicles in Canada we deal with all Class 1 railroads and railroad contractors which gives us the unique ability to see how each operate and what is important to them.

For over 15 years, HiRail has provided CP with vehicles and equipment to perform maintenance on our railroads and have developed a strong relationship with a high level of mutual respect. CP has a strong team, strong work ethic and truly value the importance of safety in this industry. Their standards to safety are by far greater than others and they continue to grow and strive by continuously upgrading facilities, expanding operations, and serving customers. CP is a professionally run organization where fairness, equality and safety are paramount.

As a supplier to CP, I strongly support this merger and the value it will bring to the North American rail network. The competitive opportunities are immense to rail transportation, it will provide economic and employment growth under the USMCA trade agreement and reduce road traffic by shifting freight from road to rail.

This CPKC merger would also offer tremendous opportunities for suppliers like us, the public and shipping logistics across North America with a host of economical benefits.

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

Shirley Foster  
President  
HiRail Leasing  
29 Perini Road  
Elliot Lake, ON P5A 2T1



Innovative Parts & Solutions Ltd. Tel: 604-465-8994  
20125 Stewart Crescent Fax: 604-465-4397  
Maple Ridge, B.C. V2X 0T6  
Canada

[www.railwayparts.com](http://www.railwayparts.com)

**April 30, 2021**

**TO WHOM IT MAY CONCERN:**

- Innovative Parts & Solutions Ltd. (“IPS”) is a manufacturer and supplier of tools, parts and equipment to the rail industry. CP is one of our customers.
- I, Donna Molby, am the President and sole owner of IPS. IPS supports the approval of the proposed combination of CP and KCS.
- From our perspective, as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- As a manufacturer and supplier of tools, parts and equipment, we see value in the merger, as it will create greater opportunity for the sale and distribution of all types of Canadian products North America wide.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close, and the benefits come to light as soon as possible.

**INNOVATIVE PARTS & SOLUTIONS LTD.**

Per:

Donna G. Molby  
President





**Toll-Free** 1-888-949-3377  
**Ph** 403-946-0169  
**Fax** 403-946-0179  
PO Box 1589  
1412 Railway Street  
Crossfield Alberta  
T0M 0S0

**April 29<sup>th</sup>, 2021**

**Surface Transportation Board**

- Ironhorse Railroad Contractors Ltd. is a supplier of Track Maintenance and Construction to the rail industry. CP is one of our customers.
- I Edward Meier am the President at Ironhorse Railroad Contractors Ltd. Ironhorse Railroad Contractors Ltd. supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- As a service provider to CP we feel this merger will create more job opportunities for our industry and we appreciate CP attention to safety, continual investments in upgrading facilities and capacity to serve their customers.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Sincerely,

Edward Meier  
President  
Ironhorse Railroad Contractors Ltd.

April 29, 2021

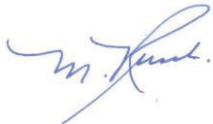
To Whom it May Concern:

I am writing this letter in support of Canadian Pacific Railway's efforts to acquire Kansas City Southern. The Jim Pattison Group and Jim Pattison Lease have worked closely with Canadian Pacific Railway over the years and Jim Pattison Lease current supplies light duty trucks and passenger vehicles to CPs operations in Canada.

I strongly support a strong North American business environment, one that will attract and retain talent, increase infrastructure spending, grow our transportation network, and support the movement of goods throughout North America. The new transportation services that the combined CP and KCS combination will bring to customers will support rail growth, move tractor trailers off highways, and provide both economic and employment growth.

I do not foresee any negative impact to the environment or competition from this transaction, and look forward to seeing this transaction come to a close for the benefit of all stakeholders.

Sincerely,



Michael Rusch, CPA, CMA  
President



**J Line Trucking Inc.**  
**2 Industrial Road, Unit 202**  
**Bolton, ON L7E 1K6**  
**Ph: 905-893-4000**  
**Fax: 905-857-5541**

April 30, 2021

**J Line Trucking Inc.** is a supplier of transportation/intermodal services and to the rail industry. CP is one of our customers.

I GURPREET CHAHAL SERVE AS THE Director at J LINE TRUCKING INC, where my duties include **develop & implement plans, coordinate the day-to-day transportation operations & directing major projects.** Our company completely supports approval of the proposed combination of CP and KCS.

Our company's fleet of over seventy trucks provides transportation/intermodal services to CP railway. From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network. As a vendor, we will be able to see more growth in the job opportunities in the local areas as well as in north America.

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

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

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

Gurpreet chahal

**Gurpreet Chahal**

**Director**

J Line Trucking Inc.

O: 905-893-4000, F: 905-857-5541, C: 4162629652

[www.JLineTrucking.ca](http://www.JLineTrucking.ca)

Your Direct Line to Transport Solutions



634 Fairford Street W., Moose Jaw, SK. S6H 7W9  
Tel: 306-693-4795 – Cell: 306-631-4816

April 29, 2021

J. Wilk Landscaping Ltd., is a supplier of heavy hauling of Equipment and Supplies for the rail industry. We also support CP Rail by providing Equipment and Operators for Track Support to upgrade and maintain the rail industry. CP is one of our valued customers and we appreciate the confidence CP has in J. Wilk Landscaping Ltd., to serve the needs of CP Rail.

I, Justin Wilk SERVE AS THE Owner/Manager at J. Wilk Landscaping Ltd., where my duties include Managing and Coordinating with CP Rail Managers for work to be carried out with CP Rail, including hauling material and equipment where it is required. J. Wilk Landscaping Ltd., supports approval of the proposed combination of CP and KCS.

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

As a Track Support company to CP, J. Wilk Landscaping takes pride in being reliable to deliver material and equipment to support CP Rail, with Safety management being at the forefront when repairs and installations to tracks are required. J. Wilk Landscaping Ltd., will be ready to work with the newly formed company of CPKC. We appreciate CP's attention to safety, continual investments in upgrading facilities and capacity to serve customers, etc.

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

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

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

Regards

*JW*  
Justin Wilk  
Owner/Manager  
J. WILK LANDSCAPING LTD.

April 30, 2021

## MacCosham Inc. - Letter in Support of CPKC

- MacCosham Inc. is a supplier of terminal operational services, container and chassis repair, and commercial vehicle inspection services to the rail industry. CP is one of our customers.
- I, John Bonham, serve as the President at MacCosham Inc., where my duties include operational management, contract negotiations, and safety management. MacCosham Inc. supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- MacCosham Inc. provides CP with terminal operational services, container and chassis repair, and commercial vehicle inspection services. MacCosham Inc. sees value in this merger in view of CP's attention to safety, continual investments in upgrading facilities and capacity to serve customers.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close, and the benefits come to light as soon as possible.



John Bonham  
President  
MacCosham Inc.



# Maine Track Maintenance Inc.

4 Crossway St.

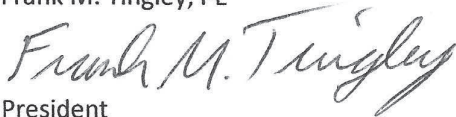
Waterville, ME 04901

207/453-2880

May 4, 2021

- Maine Track Maintenance Inc. is a supplier of construction services to the rail industry. Canadian Pacific is one of our customers.
- I serve as President of Maine Track Maintenance Inc. where he my duties include the engineering and corporate business of the company. Maine Track Maintenance Inc. supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- We have seen the difference it can make to a short line railroad when CP steps into the picture. Here in Maine they have invested heavily in the upgrading of the track on the old Central Maine & Quebec Railway. Their resources, attention to safety and experience have made a world of difference to the employees and the customers alike.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefits shippers, the public and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Frank M. Tingley, PE



President

Maine Track Maintenance Inc.



# MAPLE LEAF CONSTRUCTION LTD.

**ASPHALT PAVING  
CONCRETE PAVING  
SEWER & WATER  
DIAMOND GRINDING**

PHONE: (204) 783-7091 - FAX: (204) 786-3106 - 777 ERIN STREET, WINNIPEG, MANITOBA R3G 2W2

**To: Surface Transportation Safety Board**

**April 30, 2021**

- Maple Leaf Construction Ltd is a supplier of heavy construction services including emergency services for derailments, snow clearing, transportation of equipment, excavation, site development, asphalt paving, concrete paving and sewer/ water site services and repairs. CP is one of our customers.
- I Charles Hall serve as the Accounts Receivable manager at Maple Leaf Construction Ltd. , where my duties include the administration of service contracts, coordinating operation services with our vendors and billing of all work within the requirements of our vendors. Maple Leaf Construction Ltd. supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

*Charles Hall*

Charles Hall

Accounts Receivable Manager- Maple Leaf Construction Ltd.





April 30, 2021

Surface Transportation Board  
395 E. St. SW  
Washington, DC 20423

- M.E.L. Cartage Ltd., is a supplier of DTL Fueling Service (Direct to Locomotive) to the rail industry, Canadian Pacific is one of our customers.
- I Gerald Tycholis serve as the Owner/Director at M.E.L. Cartage Ltd., where my duties include: responsible for the growth, stability, direction and daily operation of the business. M.E.L Cartage Ltd supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- With M.E.L. Cartage Ltd. being centrally located in North America along with the Center Port Transportation Hub. Our continued support & service with the Canadian Pacific -Kansas City Southern combination is expected to provide an enhanced competitive alternative to existing rail service providers and is expected to result in improved service to customers. Canadian Pacific Railway's policy is to be committed to provide the leadership organization, training and resources needed to maintain a healthy and safe working environment. The continuing attention to safety, their continual investments in upgrading facilities will only proceed to increase capacity to serve CP's customers. This merger will have a positive effect for growth and value, therefore our business will benefit.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Gerald Tycholis  
Owner/Director  
M.E.L. Cartage Ltd.





April 30, 2021

Re: Letter of Support CPKC

To whom it may concern,

Milrail is a supplier of wire and electrical accessories to the rail industry. I am the Vice President and one of the original founders of Milrail. We believe this transaction is beneficial because it will strongly support growth and investment in the North American rail network. CP has been a client of ours since 1991. We are proud of our association with this dynamic company.

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

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

Sincerely,

A handwritten signature in black ink, appearing to read "Donald Laplante", written over a horizontal dashed line.

Donald Laplante  
Vice President  
Milrail





*Brandon Schwartz  
Vice President North American Sales  
Fort Worth TX  
(P) 817.876.8914*

April 8, 2021

To Whom It may concern:

- National Railway Equipment Co. (“NRE”) is the world’s largest independent supplier of locomotive servicing, new and remanufactured locomotives, locomotive leasing, field services, parts, and salvage operations, serving Class 1, regional, short line, government, and industrial railroads. CP is one of our valued Class 1 customers.
- I, Brandon Schwartz, am the Vice President, North American Sales for NRE, where my duties include overseeing all North American Sales and Activities portrayed above. NRE supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- In our relationship with CP, NRE believes this merger will offer more economics of scale for CP and KCS locomotives in NRE Facilities. NRE may now be able to support more locomotives at one time and offer time plus cost reductions to CP and KCS. NRE has a large focus on emissions reductions through our fuel-efficient engines and Tier kits.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close, and the benefits come to light as soon as possible.

Sincerely,

Brandon Schwartz  
Vice President North American Sales

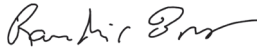


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**April 30, 2021**

**Supplier Support Letter**

- New-Way Trucking Ltd is a supplier of road transportation services to the rail industry. CP is one of our customers.
- I Randhir Brar SERVE AS THE CFO at NEW-WAY TRUCKING LTD, where my duties include looking after finances, customer RFPs, and customer service contracts. New-Way Trucking Ltd supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- New-Way Trucking Ltd provides road services to CP in Western Canada and merger of two companies will boost CP attention to safety, continual investments in upgrading facilities and capacity to serve customers.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

  
Randhir Brar  
CFO  
New-Way Trucking Ltd.



5925 – 79<sup>th</sup> Avenue S.E.  
Calgary, Alberta T2C 5K3  
Phone: 403-569-4800  
Fax: 403-248-1894

**April 29, 2021**

**To Whom it May Concern:**

- New West Truck Centres is a supplier of Freightliner heavy duty trucks to the rail industry. CP is one of our customers.
- I Adam Asplund serve as the President at New West Truck Centres where my duties are to oversee all operations and functions of the Company, reporting to the CEO. New West Truck Centres supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- In addition to supplying Freightliner trucks to CP, we also help commission them for use through training and other support including coordination and planning of truck body equipment. We see tremendous value in the merger as it increases the scope and capacity to serve more customers while maintaining CP's commitment to safety and investment in upgraded facilities and infrastructure.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Signed

A handwritten signature in blue ink that reads 'Adam Asplund'. The signature is written in a cursive, flowing style.

Adam Asplund  
President  
New West Truck Centres



April 29, 2021

**To Whom it May Concern**

- Nulogx is a supplier of Supply Chain analysis and Freight Audit to the rail industry. CP is one of our customers.
- I Glenn Smith am Vice President of Managed Transportation at Nulogx where my duties include managing our CP Rail Client relationship. Nulogx supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- Nulogx supports the merger with KCS as it will bring value to other Clients of Nulogx who will benefit from the greater efficiency of transportation services to and from Canada with the U.S. and Mexico. We presently support CP in their initiatives of safety and transportation cost effectiveness which we feel they will extend to the KCS Railroad.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Glenn Smith

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

VP Managed Transportation

Nulogx, Inc.



(Division of C.Keay Investments Ltd.)

RENTALS, LEASING, SALES, SERVICE & PARTS

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

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

Dear Ms. Brown:

**Re: Canadian Pacific Railway – Kansas City Southern Railway Company (“CPKC”)**

C. Keay Investments Ltd. (dba Ocean Trailer) has had relationship with Canadian Pacific Railway (CPR) and its various subsidiaries, providing highway trailers, container chassis and shipping containers to CPR for more than 10 years.

I, John Cox, am the Chief Financial Officer at C. Keay Investments Ltd. where my duties include all planning, implementation, operating support of Ocean Trailer’s financial affairs and approval of the proposed combination of CPR and KCS.

From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network and allow a more integrated system of goods movement across the United States and Canada.

In its 140-year history, we have known Canadian Pacific Railway to have an excellent history of safety, and dedication to expanding its network, opening new markets and allowing for the expansion of global commerce. With ongoing investments in new facilities and an ever-expanding capacity to serve the North American market, Canadian Pacific Railway has been a market leader in customer service and allowing growth of businesses like ours.

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

In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike. We see the transaction as only beneficial; we do not

anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest.

For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Yours very truly.

**C.KEAY INVESTMENTS LTD.**

A handwritten signature in blue ink, appearing to read 'John D. Cox', with a large, stylized flourish above the name.

John D. Cox, CPA, CGA  
Chief Financial Officer



7304 N.E. ST. JOHNS RD. • P.O. BOX 65369 • VANCOUVER, WA 98665  
OFFICE (360) 694-3221 • PDX (360) 224-9942 • FAX (360) 694-3882  
Email: [info@omega-industries.com](mailto:info@omega-industries.com) • Web: [www.omega-industries.com](http://www.omega-industries.com)

April 27, 2021

Omega Industries, Inc. is a supplier of concrete grade crossings and a wide range of railroad products to the rail industry. CP is one of our customers.

I, Argyro Apostolou, serve as the President of Omega Industries, Inc. where my duties include ensuring the company follows its mission, policies and procedures on daily and long-term basis. Omega supports approval of the proposed combination of Canadian Pacific and Kansas City Southern. From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.

Currently, we are supplying over 5,000 track feet of prefabricated concrete grade crossings material annually to CP. We see the commitment that CP has invested in the upgrading and maintaining of track systems. Safety is clearly a priority, and we believe that CP will continue to serve its customers and thrive at their highest potential. The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will ship freight from trucks on the highways to the rail system. All these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement. In turn, that growth will support investments in new rail capacity that benefit shippers, the public and suppliers like us alike.

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

A handwritten signature in black ink, appearing to be "Argyro Apostolou", written over a horizontal line.

Argyro Apostolou

President

Omega Industries, Inc.





## **Patco Industries, Inc.**

---

4830 52nd Avenue  
Kenosha, WI 53144  
Phone (262) 658-3590  
Fax (262) 658-3593

Patco Industries is a supplier of new and remanufactured signal parts to the rail industry. Canadian Pacific has been one of our customers for over 20 years.

I serve as the general manager at Patco Industries where I run the day to day operations. Patco fully supports the approved proposal for the combination of Canadian Pacific and the Kansas City Southern. We at Patco believe this it will logically connect the North American rail network.

For Patco the benefits would be with more rail to maintain more opportunities will arise and definitely be welcomed.

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

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

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

Sincerely,

*Scott Covelli*  
*General Manager*

29 April 2021,

Priest – Construction – Electricity, works on industrial and institutional project in the Montreal Quebec Canada area. We have been doing so for over 55 years and CP Rail has been an important customer for nearly 15 years.

- I, Richard Priest, president and general manager of Priest speak on behalf of our entire team and we support approval of the proposed merger of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- We work on electrical/construction maintenance and new installation at several CP sites in the Montreal area and see this union as positive for both CP and KCS. This will likely ensure and even augment our workload.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Signed in Hemmingford,



---

Richard Priest, President



*"The Right Way is the Safe Way"*  
3700 E. Morgan Avenue • Evansville, Indiana 47715  
Phone (800) 471-2440 • Fax (812) 402-1104

May 3, 2021

Surface Transportation Board  
395 E Street SW  
Washington, DC 20423

Surface Transportation Board:

Professional Transportation, Inc. (PTI) has been a supplier of crew transportation services to the rail industry for over 40 years. I, Steve Kessler, serve as the Chief Operating Officer at PTI, where my duties include responsibilities for the company's operating and safety standards and the service performance objectives. Canadian Pacific (CP) is one of PTI's customers.

PTI supports approval of the proposed combination of CP and KCS. From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.

As a crew transportation supplier, we see value in combining the already robust operations and safety performance of both railroads. As a combined entity best practices regarding safety and service can be freely shared and engrained in the new CPKC operating plan.

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

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

Sincerely,

A handwritten signature in blue ink, appearing to read "Steve Kessler", written in a cursive style.

Stephen A. Kessler  
Chief Operating Officer

May 3, 2021

To whom it may concern,

- Quadcon Group Inc. is a supplier of Commercial General Contracting Services to the rail industry. CP is one of our customers.
- I, Anna Prioste serve as the Vice President at Quadcon Group Inc. where my duties include office management, preparation of quotations and contract administration. Quadcon Group Inc. supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- As a commercial general contractor, this merger will be beneficial to us as it would allow CP to continue with investments in upgrading building facilities, which translates to steady commercial renovation work for our company. Health and Safety is extremely important to us as a contractor, and CP's commitment to safety means that the safety of our employees, while working on CP sites is top priority.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Sincerely,



Anna Prioste, B.Tech.  
Vice-President



# RIVER AIR BRAKE INC.

May 3<sup>rd</sup> 2021

- Red River Air Brake Inc is a supplier of reconditioned air brake components and slack adjusters for interchange freight cars and locomotives for the railway industry. CP is one of our customers.
- I Andy Keller serve as the General Manager at Red River Air Brake Inc, where my duties include providing personal relations, sale quotes and customer inquiries. Red River Air Brake Inc supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- Red River Air Brake Inc sees the value in this merger because we have been providing CP with prompt customer service that meets and or exceeds all industry standards for 20 plus years. We are AAR M-1003 certified and meet all requirements for quality and reliability. While providing these services at a competitive price.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.



*Andy Keller,*

General Manager  
Red River Air Brake Inc.





April 30, 2021

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

Re: **Potential Canadian Pacific Railway (CP) and Kansas City Southern Railway (KCS) Transaction**

To Whom It May Concern,

Reefer Sales & Service is a key supplier and servicer of refrigerated transportation equipment to the rail industry. CP Rail is one of our customers we have worked with for several years.

I, Brad Otsuka, serve as the General Manager at Reefer Sales & Service, where my responsibilities include overseeing the day-to-day operations including servicing our customers' units, support the approval of the proposed combination of CP and KCSA.

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

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

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

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

Sincerely,

Brad Otsuka, General Manager  
Reefer Sales & Service (Toronto) Incorporated



April 30, 2021

**Subject: Proposed CP / KCS Merger Endorsement Letter**

To Whom It May Concern:

Remcan Projects LP is a supplier of maintenance of way and construction services to the rail industry. CP is one of our customers. As the President of Remcan Projects LP, I am responsible for the overall strategic direction and growth of Remcan and support approval of the proposed combination of CP and KCS.

From our perspective, as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network. The rail industry, like all industries, must continue to adapt and invest for the future. Consolidation, combined with investment, is necessary to meet the demands of the future and continue to strengthen this key backbone to the North American (United States, Canada, Mexico) economy. This will be beneficial to all stakeholders.

The proposed combination of services will stimulate growth in rail transportation, provide new competitive options that support growth, and shift freight from trucks on the highways to the rail system. This will help result in economic and employment growth in the United States and across the Continent under the USMCA trade agreement. In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.

We see the combination as beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest.

Yours truly,

A handwritten signature in black ink, appearing to read "Jason Thomas", is written over a light blue horizontal line.

Jason Thomas

President

May 3, 2021

**Surface Transportation Board  
395 E Street SW Washington, DC 20423**

**Re: Canadian Pacific and Kansas City Southern Merger**

Rhomberg Sersa North America is a member of the international Rhomberg Sersa Rail Group. With over 2,500 employees worldwide we operate on 4 continents as a specialized rail maintenance supplier to railways across all sectors. In North America, we service the Class1 and Shortline railways as well as Urban Transits. The business has been operating in Canada for over 20 years and Canadian Pacific Railway has been a foundation client.

I have watched the press with interest regarding the signed merger agreement between CP and Kansas City Southern with interest. Familiar with both railways and their route maps it is obvious that the merger would be beneficial to not only both railways, but it would also provide increased value to clients as it would open rail routes to them that they currently cannot service independently. A true 'win-win' situation.

Then I saw the sudden appearance of Canadian National counter offering for KCS.

As you would know, the success of railways is integral to the success of the transport task of North America. Rail is immensely more efficient than trucking with the infrastructure for rail being paid entirely by the end user. Trucks pay road fees that are far below their cost impact on roads and highways. Effectively the nation subsidizes the trucking industry. Wherever railways can be more efficient the savings go directly as a benefit into our economy. The motive force efficiencies of rail versus road see a significant greenhouse gas reduction for freight moved by rail.

As the Chief Executive Officer of this operation, I have over 30 years' experience in the railway industry gained around the world. Over the past four years in North America, I have witnessed firsthand the style and methods adopted by the different Class 1 railways – particularly CP and CNR. I can truthfully advise the board that the relationship that CP promotes with clients is a positive and partnering based, with a long-term view. This is in stark contrast to CNR that appears to promote short term returns over long term outcomes and uses its size to be a commercial bully. I believe that if CNR can block, slow, or otherwise sabotage the CP/KCS merger it will be detrimental to all parties and particularly to the concept of competitive free trade.

In conclusion, I ask that the Board consider the veracity of my experience in the rail industry internationally and locally. The proposed merger of CP and KCS is in the public interest and would be good for the industry.

I would be happy to elaborate further on this letter if the Board felt it would contribute to taking the decision to endorse the CP/KCS agreement.

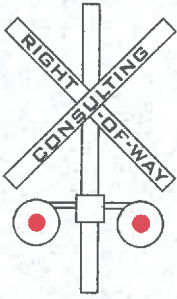
Faithfully,

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

Michael Match  
Chief Executive Officer  
Rhomberg Sersa North America

**400, 2 Court House Avenue, Brockville Ontario K6V 4T1 Canada**  
**www.rsrg.ca**





## **Right-of-Way Consulting, Inc.**

114 South Main Street, Suite C, P.O. Box 419, Wanatah, IN 46390  
OFFICE: 219-733-1429 · FAX: 219-733-1308

**May 3, 2021**

**Surface Transportation Board:**

**Right of Way Consulting, INC is a supplier of flagging services to the rail industry and CP is one of our customers. We protect the contractors and the railroad property. CP's attention to safety is exceptional. We are proud of the working relationship we have developed with them. I think the merger of CP and KCS will enhance their growth as a leader in railroad transportation.**

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

**I believe that this will support investments in new rail capacity that will benefit shippers, the public and suppliers like us.**

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

**Sincerely,**

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

**Adam McGugin  
Vice-President of Operations  
Right of Way Consulting, INC**



#104 – 701 Centre Street SW  
High River, AB. T1V 1Y1

May 3, 2021

Attention: **Surface Transportation Board**  
**395 E Street SW Washington, DC 20423**

Rural Road Construction is a contractor that supplies earthworks, grading and construction services to the rail industry. CP is one of our customers.

I Jack Papazian, P.Eng. serve as the General Manager at Rural Road Construction, where my duties include proposals, project execution, client interface and general oversight of operations. Rural Road Construction supports approval of the proposed combination of CP and KCS.

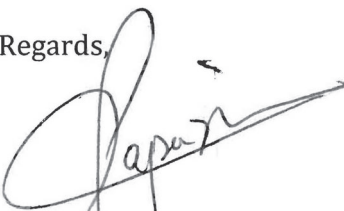
From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.

Rural Road Construction has undertaken numerous grading projects with CP to extend rail sidings to accommodate longer trains, add rail siding to optimize operations, add rail yard capacity and general geotechnical and earthworks services to improve rail operations.

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

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

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

Regards,  


Jack S. Papazian, P.Eng.  
General Manager  
Rural Road Construction

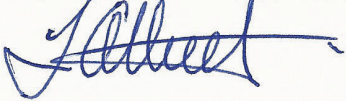
**SHORTREED CONSTRUCTION INC.  
11604 JACKSON CRT  
LAKE COUNTRY, BC V4V 2M6**

**Surface Transportation Board  
395 E Street SW  
Washington, DC 20423**

APRIL 30, 2021

- Shortreed Construction Inc. is a supplier of repairs to bridges and structures to the rail industry. CP is one of our customers.
- I Todd Attrell, SERVE AS THE OWNER at Shortreed Construction Inc., where my duties include repair and maintenance of the railroad. Shortreed Construction Inc. supports the approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- We at Shortreed Construction Inc. feel that CP's attention to safety, continual investments in upgrading facilities and capacity to serve customers would be of value for this merger.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

TODD ATTRELL (OWNER)  
SHORTREED CONSTRUCTION INC





42 Griffin Industrial Point, Cochrane, Alberta, T4C 0A3, Tel: (403) 932-4666, Fax (403) 932-7552

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April 30, 2021

To Whom it May Concern,

Slimdor Contracting Ltd. is a supplier of underground, earthworks, demolition, roadworks, and other civil construction solutions for the rail industry. CPR is one of our most preferred customers.

My name is Joe Berard and I serve at the as the General Manager within Slimdor Contracting Ltd, where my duties include but are not limited to developing and implementing growth strategies, training and supporting management, overseeing daily business operations, creating and managing budgets, etc.

Slimdor Contracting supports approval of the proposed combination of CPR and KCS. From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.

In our experience CPR strongly values its people, culture, and process. They focus on employing the quality people with aligned principles to focus their talents on developing and improving their company in a safe and ethical manner.

It is for this reason and others that Slimdor has partnered with CPR for over 25 years. It is our opinion that this merger will facilitate the need for additional investment and upgrades to facilities. These new investments will be beneficial to not only CPR and its new partners but to the communities and business in the new regions they become a part of.

The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system.

All these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement. In turn, this anticipated grown will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.

Slimdor sees this transaction as beneficial. We do not foresee any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close, and the benefits come to lights as soon as possible for all parties involved.



42 Griffin Industrial Point, Cochrane, Alberta, T4C 0A3, Tel: (403) 932-4666, Fax (403) 932-7552

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If you have any questions or require clarification on the information herein, please feel free to contact me at your earliest convenience.

Thank you,

A handwritten signature in blue ink, appearing to read "Joe Berard", is written over the typed name.

Joe Berard  
General Manager  
Slimdor Contracting Ltd.



To Whom it may concern,

**Reference: CP KCS Merger**

Stantec is a supplier of Engineering and Environmental services to the rail industry. CP is one of our customers. I Ryan Raske serve as the Senior Rail Engineer and CP Account Manager at Stantec, where my duties include Rail Engineering Design Lead, CP Account Management in the United States, and I serve as direct contact with CP Engineering Leads/Project Managers in the United States.

Stantec trusts that CP and KCS have or will perform responsible due diligence and therefore supports approval of the proposed combination of CP and KCS.

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

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

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

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

Regards,

A handwritten signature in black ink, appearing to read "Ryan P. Raske".

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**Ryan P. Raske, PE, P.Eng.**  
Senior Rail Engineer / Project Manager

733 Marquette Avenue Suite 1000  
Minneapolis, MN 55402

Phone: 651-368-5599  
Email: [Ryan.Raske@stantec.com](mailto:Ryan.Raske@stantec.com)



April 30<sup>th</sup>, 2021

- Thermo King Eastern Canada is a supplier of Transport Refrigeration equipment to the rail industry. CP is one of our customers.
- I Don Bradd serve as the Vice President General Manger at Thermo King Eastern Canada, where my I am responsible for all aspects of the business across Eastern Canada. Thermo King Eastern Canada supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- With CP continual investments in upgrading facilities, equipment, and capacity to serve its customers this merger will allow for continued growth in the refrigerated marketplace. Supporting our business and others to ensure that there will be the excellent level of support that CP provides across North America. Further growing their network to support the refrigerated industry to ensure that critical products from their suppliers and customers such as food and pharmaceuticals can be moved across North America in a way that only CP can offer.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Don Bradd  
Vice-President/General Manager  
Thermo King Eastern Canada



**APRIL 30, 2021**

**Surface Transportation Board  
395 E Street SW  
Washington, DC 20423**

**To whom it may concern,**

**Supplier Support Letter Bullets**

- Traction Canada, A Division of UAP Inc. is a supplier of heavy vehicle, container, and chassis parts to the rail industry. CP is one of our customers.
- I James Gibson SERVE AS THE National Sales Director for Major Accounts at Traction where my duties include working with our major customers to create and support national supply programs for heavy vehicle parts. Traction supports approval of the proposed acquisition.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- CP's core values of accountability, diversity and pride are closely aligned to UAP's own corporate values. In our role to support their maintenance operations, we see they way in which these values are translated into actions which foster mutual respect, attention to safety and continual improvement. For these reasons, we feel there would be much to be gained by this merger.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation and will provide new competitive options that support growth at CPKC. These things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- In my opinion, this type of transaction can only be beneficial; there are no anticipated negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Signed:   
James Gibson  
National Sales Director – Major Accounts  
Traction, A Division of UAP Inc.





May 04 2021

Surface Transportation Board  
395 E Street SW Washington, DC 20423

To whom it may concern:

Tru-Line Surveys Ltd. is a supplier of engineering survey and design to the rail industry and CP is one of our customers.

I Greg Holley serve as the President at Tru-Line Surveys Ltd. where I oversee our survey and design services that are specific to the railroad industry.

Our long history with CP Rail has proven to us that they are dedicated to safety and have a strong commitment to environmental protection.

The proposed CPKC corridor will open markets and improve international trade opportunities, while benefiting the environment by shifting freight from highways to the rail system. This will stimulate economic growth while providing badly needed greenhouse gas reductions. The central location of the proposed corridor will improve access to international markets for customers and suppliers both east and west of the corridor. This will form a backbone for economic growth and stability for everyone.

Throughout our long relationship with CP they have proven themselves to be sincere in their commitments to the improvement of rail capacity and services alike. We feel that the merger with KC will provide technological and logistical improvements for everyone involved.

We feel that this transaction will provide benefits for everyone. CPKC would strengthen competition while ensuring strong commitment to safety and the environment.

Sincerely,

A handwritten signature in black ink, appearing to read 'Greg Holley', is written over a horizontal line.

President

4/30/2021

**CP KC Merger - Supplier Support Letter**

- Veit & Company, Inc. is a supplier of construction services to the rail industry. CP is one of our customers.
- I, Peter J. Williams, SERVE AS THE General Counsel & Secretary at Veit & Company, Inc. where my duties include all aspects of leading and advising the business. Veit supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- The effects of this merger will bring additional infrastructure projects to our industry and provide a better more cost-effective product to the customers who depend on the rail industry for shipping of goods. The improved efficiency and communication will provide for a safer and more robust transportation system for the center of our country.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Sincerely,



Peter J. Williams  
General Counsel & Secretary  
Veit & Company, Inc.



**April, 2021**

**Attention: Surface Transportation Board**

- Vicinity Transportation is a supplier of Intermodal operations and services to the rail industry. CP is one of our customers.
- I Jake Cridland serve as the Owner at Vicinity Transportation, where my duties include Overseeing fleet movement, Office Management and Sourcing. Hapag-Lloyd supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- Covering all Ports in the Lower Mainland as a carrier Vicinity Transportation ensures all safety rules and regulations are adhered to to match CP's attention to safety. Vicinity Transportation works together with CP who continually invests in upgrading facilities and increases their capacity to serve customers better and more effectively.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Signed:

A handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke, is written over a solid horizontal line.

JAKE CRIDLAND

OWNER

VICINITY TRANSPORTATION



**Gina Trombley**

Senior Vice President Sales, Marketing &  
Chief Commercial Officer  
30 Isabella Street  
Pittsburgh, PA 15212  
[www.wabteccorp.com](http://www.wabteccorp.com)

Surface Transportation Board  
395 E. St. SW  
Washington, DC 20423

April 26, 2021

REF: CPKC Merger

Dear Surface Transportation Board:

As a leading global provider of equipment, systems, digital solutions and value-added services, Wabtec Corporation supports regulatory approval of the proposed combination of Canadian Pacific Railway and Kansas City Southern.

Wabtec strongly supports investment in technology, growth and efficiency for the North America freight rail network. In order to meet broad North American carbon emissions reductions, stimulating increased capacity in the network through technology is critical. Our unique position in the industry gives us a perspective on trends impacting our customers including climate change, automation and digitization. The new transportation services that CPKC will bring to customers should stimulate growth in rail transportation. Further, we believe this union can shift freight from trucks on the highways to the rail system—no small benefit as we all are committed to building a more sustainable freight system.

Wabtec enjoys a strategic partnership with both Canadian Pacific Railway and Kansas City Southern. We believe the new CPKC rail system will ultimately bring both economic and employment growth across Canada, the United States and Mexico.

Best Regards,

A handwritten signature in blue ink, appearing to read 'Gina Trombley', is written over a light blue horizontal line.

Gina Trombley  
Senior Vice President Sales, Marketing & Chief Commercial Officer  
Wabtec Corporation

April 30, 2021

## Surface Transportation Board

395 E Street SW Washington, DC 20423

- WINMAR® Kootenay is a supplier of Facility Maintenance Services to the rail industry. CP is one of our customers.
- I Allan Amundson SERVE AS THE Owner at WINMAR® Kootenay where my duties include managing the maintenance of various facilities for CP across Western Canada. WINMAR® Kootenay supports approval of the proposed combination of CP and KCS.
- From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.
- Specifically, we see value in the merger because we are focused on maintaining safe facilities for the rail transportation industry in a geographically challenged area. We believe this merger will drive asset optimization and cost controls, thus enabling CP to invest surplus OPEX and CAPEX into their facilities to improve network reliability, increase building occupant safety, and drive increased customer service/satisfaction with less network disruptions due to facility downtimes in mountainous regions with adverse weather challenges.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.
- In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.
- We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Sincerely,



Allan Amundson  
Owner

P.Eng , PMP , IICRC Certified WRT / ASD / AMRT / OCT / TCST / FRST , Asbestos High Risk Supervisor, Infection Control Technician



WINMAR® Kootenay  
822 Kootenay St. N  
Cranbrook, BC  
V1C 3V3

Cranbrook: 250-426-7800  
Fernie: 250-278-5994