

**BEFORE THE
SURFACE TRANSPORTATION BOARD**

STB FINANCE DOCKET NO. 36514

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

**SUBMISSION OF 183 ADDITIONAL STATEMENTS REGARDING
PROPOSED TRANSACTION AND/OR CN'S VOTING TRUST**

Canadian National Railway Company (“CN”) respectfully submits another 183 letters from stakeholders relating to CN’s proposed combination with Kansas City Southern (“KCS”). CN continues to be encouraged by the enthusiasm that customers, rail suppliers, ports, local governments, logistics providers, and other stakeholders have expressed for a KCS-CN combination, which has now resulted in over 1,000 total letters of support for either the proposed KCS-CN combination, for CN’s voting trust, or for both.¹

¹ See Initial Submission of 409 Statements Supporting Proposed Transaction, CN-4, *Canadian National Ry. Co.—Control—Kansas City So. et al.*, Fin. Docket No. 36514 (“CN-KCS”) (filed Apr. 26, 2021); Submission of Port and Terminal Operators’ Statements Supporting Proposed Transaction, CN-9, *CN-KCS* (filed Apr. 29, 2021); Submission of 200 Statements Supporting Proposed Transaction, CN-10, *CN-KCS* (filed Apr. 29, 2021); Submission of 100 Statements Supporting Proposed Transaction And/Or CN’s Voting Trust, CN-12, *CN-KCS* (filed May 4, 2021); Submission of 100 Statements Supporting Proposed Transaction And/Or CN’s Voting Trust, CN-13, *CN-KCS* (filed May 7, 2021).

All of these letters have been received in the three weeks since the proposed transaction became public on April 20.

Seventy-nine of the letters being filed today support the proposed combination of KCS and CN, and 152 of these letters support CN's request that the Board approve its voting trust agreement and ask the Board to approve that proposed voting trust. (48 of the enclosed letters express support for both the proposed combination and the voting trust.)

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

Respectfully submitted,

Sean Finn
Olivier Chouc
CN
935 de La Gauchetière Street West,
16th Floor
Montreal, QC H3B 2M9
CANADA

Kathryn J. Gainey
CN
601 Pennsylvania Ave, NW
Suite 500, North Building
Washington, DC 20004
Kathryn.gainey@cn.ca

/s/ Raymond A. Atkins

Raymond A. Atkins
Terence M. Hynes
Matthew J. Warren
Sidley Austin LLP
1501 K Street, N.W.
Washington, DC 20005
(202) 736-8000
ratkins@sidley.com

*Counsel for Canadian National Railway Company, Grand Trunk Corporation, and
CN's Rail Operating Subsidiaries*

Dated: May 12, 2021

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

1. Mississippi State Senator Chris Caughman
2. Mississippi State Representative Jody Steverson
3. Mayor Brian K. Snedecor, City of Hobart, Indiana
4. Mayor Pierre Brodeur, Ville de Saint-Lambert, Quebec, Canada
5. Administrator-Treasurer Betty J. Novy, Village of Rochester, Wisconsin
6. 5911 Trans Ltd.
7. 9173-5555 QC Inc.
8. 9344-6672 QC Inc.
9. AJC International Inc.
10. A-Line Iron & Metals, Inc.
11. Amsted Rail Company, Inc.
12. ANJI Logistics USA Inc.
13. AquaPower Chemicals Inc.
14. Armstrong Milling Co. Ltd.
15. Avatar Corporation
16. Canada Transport Ltd.
17. Canuck Energy Inc.
18. Cascadia Metals Canada
19. Compliance Solutions Inc.
20. Consultants F. Drapeau Inc.
21. Crescita Management Group, Inc.
22. Dakeryn Industries Ltd.
23. Edmonton Exchanger Group of Companies
24. Elemental Developments Inc.
25. Emerson Milling Inc.
26. FQ Intermodal S.A. de C.V.
27. Grand Falls Agromart Ltd.
28. Green Bay Packaging, Inc.
29. Greenfire Acquisition Corporation
30. Grupo CICE (Corporacion Integral de Comercio Exterior S.A. de C.V.)
31. Halltech Inc.
32. Harris Transport Ltd.
33. Hutchison Ports Mexico
34. HZPC Americas Corp.
35. Idemitsu Apollo Corporation
36. Indorama Ventures Polymers Mexico, S. de R.L. de C.V.
37. Industria Nacional de Autopartes, AC (INA)
38. Insight FS
39. International Suppliers and Contractors Inc. (Intersac)
40. Jefferson Energy Companies Terminal
41. Jefo Nutrition Inc.

42. KBB Transport Ltd.
43. Kitsumkalum Economic Development Group
44. Krusinski Construction Company
45. Lancer Transport & Logistics
46. Louis Padnos Iron and Metal Company
47. M Corr and Associates
48. Maritime World Logistics Inc.
49. Marten Transport Ltd
50. Messenger Freight Systems
51. Mid Canada Transload Services Ltd.
52. Mont Eagle Mills, Inc.
53. NCIF USA CORP
54. Nuvision Commodities Inc.
55. Overseas Orient Container Lines (OOCL)
56. PERIN Resources, LLC
57. PQ Corporation
58. Presto Enterprises Ltd.
59. Rayan Investments Ltd
60. Real Potatoes Ltd
61. Retail Council of Canada
62. Rudy Agro Ltd
63. Stealth Monitoring
64. Steam Whistle Brewing
65. Sugar Services, LLC
66. Superior Computer Products Inc.
67. Superior Silica Sands
68. Synergy Grain Trading Ltd.
69. Taves Management Inc.
70. The April Group (Verco International, April Super Flo and Teklub Canada)
71. The Straw Boss
72. Transand Inc.
73. TrinityRail and TrinityRail de Mexico
74. UFP Transportation, Inc.
75. W. MacDonald Backhoe & Trucking Co. Ltd.
76. Walters Group
77. Waste Connections of Canada
78. XPT Grain Inc.
79. Xylan Logistics Ltd

STATEMENTS SUPPORTING CN VOTING TRUST

1. Accuristix
2. All Royal Tire Inc.
3. Allied Track Services

4. American Refining Group, Inc.
5. AP International Inc.
6. Arbec Bois d'Oeuvres Inc.
7. Arrowhead Intermodal Services, LLC
8. Atlantic Container Line AB
9. Atlas Oil Company
10. Big Sky Rail Corp.
11. Bluewater Regional Networks Inc.
12. Les Bois d'Oeuvre Beaudoin Gauthier Inc.
13. Buckeye Mountain
14. Bulk Plus Logistics
15. Canad Inns
16. Canepta Enterprises LTD
17. Canworld Foods Group Ltd.
18. Carnival International Trading Ltd.
19. Ceres Terminal Holdings
20. CloudOps Inc.
21. Communications Transcript
22. Computer Connection of CNY, Inc.
23. Contour Logistics
24. COSCO SHIPPING Lines (North America) Inc.
25. DeerGarden Resources Ltd.
26. Detroit Bulk Storage, Inc.
27. DG Global West Inc.
28. DICEX INTERNATIONAL INC.
29. DICEX LOGISTICA S.A. DE C.V.
30. Directright Cartage
31. Divine & David Inc.
32. Etimine USA Inc.
33. Foremost International Ltd.
34. Gestion Énergie Québec
35. Hallcon Corporation
36. Heritage Marine
37. Herzog Railroad Services, Inc.
38. Holt Logistics Corp.
39. Hutchison Port Holdings Limited
40. IAT International Inc.
41. Intermobil
42. Iron Road Software & Simulation Inc.
43. Jefo Nutrition Inc.
44. JNL Industrial Supply Ltd.
45. JRB Strategic Consulting
46. Last Mountain Railway
47. Lee-Potter S.E.N.C.
48. Lilee Systems

49. LOGIBEL
50. Maritime-Ontario Freight Lines Limited
51. Mediterranean Shipping Company (Canada) Inc.
52. Midatlantic Minerals Inc.
53. MobilEx Terminal Ltd.
54. Montship Inc.
55. New World Fuel, S.A. de C.V.
56. New World Global, LLC
57. Ocean Network Express (ONE)
58. OCR Canada
59. Pacrim Steel ULC
60. Pehler Oil, LLC
61. Pepco
62. Pickands Mather Group
63. Pinkerton Oil Company, Inc.
64. PiVAL International
65. Purely Canada Foods
66. Québec Port Authority (QPA)
67. R.J. Corman Railroad Group
68. Rail Logix Holdings, LLC
69. Railroad Software
70. Ray-Mont Logistics
71. Reliance Logistics Inc.
72. Ritchie Smith Feeds, Inc.
73. Roland J. Robert Distributor, Inc.
74. Ronsco Inc.
75. Rubicon VLS
76. Sartigan Railway
77. SECURE Energy Services Inc.
78. SEGA Carriers
79. Simpolo Tile & Stone International Corp.
80. SM Line Corporation
81. Stella-Jones Corporation
82. Suit-Kote Corporation
83. Suministros Industriales Potosinos, S.A. de C.V. (SIPSA)
84. Sumitomo Canada Ltd
85. Superior Fuel
86. Surplus Furniture and Mattress Warehouse
87. Telecon Inc.
88. The Aloft Group, LLC
89. The Mercury Group
90. Thomas, Large & Singer Inc. (TLS)
91. Thomson Terminals Limited
92. Tideworks Technology
93. Timberstone Distribution Ltd.

94. Toronto Transportation Club
95. TransEnergy Services Ltd.
96. TRC
97. TrinityRail and TrinityRail de Mexico
98. TullTrans Global Logistics Inc.
99. Universal Rail Systems Inc.
100. Urbanmine Inc.
101. Warner Petroleum Corporation
102. Willowbrook Nurseries Inc.
103. Zebra Technologies
104. Zhongkang International Trading Ltd.

CERTIFICATE OF SERVICE

I hereby certify that on this 12th day of May, 2021, a copy of the foregoing Submission of 183 Statements Supporting Proposed Transaction And/Or CN's Voting Trust was served by email on the service list to Finance Docket No. 36514.

/s/ Matthew J. Warren
Matthew J. Warren

Mississippi State Senate

COMMITTEE ASSIGNMENTS:

Business and Financial Institutions, Chair
Environment Prot, Cons and
Water Res, Vice-Chair
Agriculture
Finance
Forestry
Investigate State Offices
Municipalities
Public Health and Welfare
Universities and Colleges
Wildlife, Fisheries and Parks



Capitol Office: (601) 359-3232
P.O. Box 511
Mendenhall, MS 39114
ccaughman@senate.ms.gov

SENATOR CHRIS CAUGHMAN

35th District
Copiah, Rankin and Simpson Counties

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

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

Dear Chairman Oberman:

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

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

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in every community where it operates. As a State Senator whose constituents benefit immediate rail access to CN, I understand the importance of strong partners like CN. They currently boast more than 500 miles of Class 1 rail statewide. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read "C. Caughman", written over a faint blue circular stamp.

Senator Chris Caughman
Mississippi State Senate

Mississippi House of Representatives



COMMITTEE ASSIGNMENTS:

Ways & Means, Vice-Chairman
Insurance
Local & Private
Municipalities
Public Utilities
Transportation
Universities & Colleges

125 Woodridge Dr.
Ripley, MS 38663
Office: 662.837.0194
jsteverson@house.ms.gov
Capitol: 601.359.3343

REPRESENTATIVE JODY STEVERSON

District 4

TIPPAH & ALCORN COUNTIES

May 6, 2021

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

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

Dear Chairman Oberman:

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

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

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U. S. for more than 100 years and is committed to being a strong local partner in every community where it operates. As a member of the Mississippi House of Representatives and House Transportation Committee, I am well aware of the need for strong infrastructure and CN's capital expenditures of more than \$350 million during the last five years in Mississippi demonstrates their commitment in this regard. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge the board to give the proposal every consideration.

Sincerely,

A handwritten signature in black ink that reads "Jody Steverson".

Jody Steverson
JStverson



OFFICE OF THE MAYOR

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

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

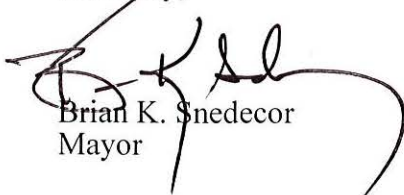
Dear Chairman Oberman:

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

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

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,



Brian K. Snedecor
Mayor



Mairie

55, avenue Argyle
Saint-Lambert, QC J4P 2H3

mairie@saint-lambert.ca
450 466-3235

May 11th 2021

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

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

Dear Ms. Brown:

Ville de Saint-Lambert and the CN have been working together for the wellbeing of our community for a very long time. The CN has invested in our youth and we are grateful for their donations which helped us upgrade some of our infrastructures.

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

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

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

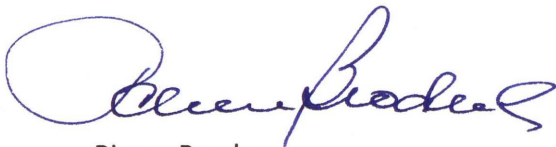
We specially recognize and value CN's strong and continuous commitment to engage with local communities and provide support to local stakeholders and the economy.

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

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

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

Sincerely,

A handwritten signature in blue ink, appearing to read 'Pierre Brodeur', with a large, stylized initial 'P'.

Pierre Brodeur
Mayor
Ville de Saint-Lambert

cc: Parties of Record

Village of Rochester

300 W. Spring Street
P.O. Box 65
Rochester, WI 53167

(262) 534-2431 Phone
(262) 534-4084 Fax
email: admin@rochesterwi.us
website: <http://rochesterwi.us>

Reflections of
the Past...



Visions of
the Future

May 5, 2021

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

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

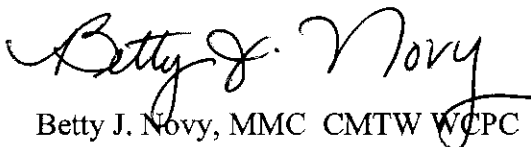
Dear Chairman Oberman:

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

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

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of our residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in every community where it operates. For all of the reasons outlined above, the Village of Rochester strongly supports CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

On behalf of the Board of the Village of Rochester,


Betty J. Novy, MMC CMTW WCPC
Administrator-Treasurer

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

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

Dear Ms. Brown:

5911 Trans Ltd. is a Canadian based logistics company serving customers location across in many states and provinces. We have a very strong working relationship with CN shipping goods with CN's intermodal service destinations across North America.

5911 Trans Ltd. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

The expanded capability of a CN-KCS network would allow us to increase competitiveness and market reach across The US and Mexico.

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

For example:

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

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. 5911 Trans Ltd. unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair,

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

To ensure fair and transparent review of CN's voting trust, 5911 Trans Ltd. also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

5911 Trans Ltd. is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Kuldeep Singh

President

A handwritten signature in blue ink, appearing to be 'Kuldeep Singh', written over a yellow horizontal line.

May/10/21

cc: Parties of Record

9173-5555 QC Inc.

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

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

Dear Ms. Brown:

9173-5555 QC Inc.. has had good experience in picking up and delivering loads to the CN yards.

9173-5555 QC Inc.. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

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

9173-5555 QC Inc.. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Richard Ledoux
9173-5555 QC Inc. - President

cc: Parties of Record

9344-6672 QC Inc.

1137 6th Avenue, Verdun (QC)
H4G 3A5

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

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

Dear Ms. Brown:

9344-6672 QC Inc. has had extensive and positive experience in picking up and delivering loads to the CN yards.

9344-6672 QC Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

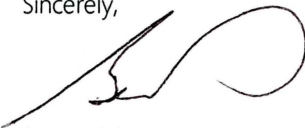
We are also very supportive of the positive impact of converting truck freight to rail on our environment.

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

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

9344-6672 QC Inc is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Steve McLean
9344-6672 QC Inc - President

cc: Parties of Record



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

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

Dear Ms. Brown:

AJC International is a global leader in the procurement and sale of frozen meat, poultry, pork, seafood and vegetable products, and their respective derivatives, with over 45 years of experience. CN is a strategic partner to AJC in moving these essential commodities between North America and overseas markets. AJC supports CN's Acquisition of KCS because the benefits of this merger would help to expand the current service network options for moving goods within North America, bringing faster, safer and more direct service for North-South Trade.

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

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

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of frozen and chilled meat products between various North American Markets and overseas.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.



- CN is the leader in providing transportation options for sensitive chilled and frozen food products throughout North America and this strategic acquisition will only serve to expand this and provide additional options for AJC in moving these goods.

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

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

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

Sincerely,



Ricardo Monteiro
Global Transportation Manager
AJC International Inc.
1000 Abernathy Rd, Suite 600
Atlanta, GA, 30328

cc: Parties of Record



May 4, 2021

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

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

Dear Ms. Brown,

A-Line Iron & Metals currently gets services provided to us by the CN to move our scrap metal recycled material. We have been using the CN for quite some time; shipping material to Canada, Kentucky, Detroit and numerous other locations and can say that we are satisfied with the service that is provided to us. Everyone that we interact with from the CN is helpful, professional and over time we have been able to build a great working relationship.

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

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

We generally ship material via the rail and by trucks. When we ship material using CN services we use gondola cars that they can provide to us especially when we have an order that is shipping through several states, it is convenient to be able to ship numerous loads in one move.

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

A-Line Iron & Metals, Inc. – Corporate Office
1500 David Street
Waterloo, IA 50703
Ph: 319.233.7310
Fax: 319.234.0087
Toll Free: 1.877.718.9111

A-Line Iron & Metals – Kellogg LLC
101 High Street
Kellogg, IA 50135
Ph: 641.526.8040
Fax: 641.526.8043
www.alincironandmetals.com



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

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

Best Regards,

Julia Stone

A handwritten signature in black ink that reads "Julia Stone". The signature is fluid and cursive, written over the printed name.

President/Owner

A-Line Iron & Metals

1500 David Street

Waterloo, IA 50703

Office: 319.233.7310

Fax: 319.234.0087

Email: julia@alineironandmetals.com

A-Line Iron & Metals, Inc. – Corporate Office
1500 David Street
Waterloo, IA 50703
Ph: 319.233.7310
Fax: 319.234.0087
Toll Free: 1.877.718.9111

A-Line Iron & Metals – Kellogg LLC
101 High Street
Kellogg, IA 50135
Ph: 641.526.8040
Fax: 641.526.8043
www.alineironandmetals.com

May 7, 2021

To whom it may concern,

Amsted Rail Company, Inc. as a premiere supplier of railcar and locomotive components to the North American and International Rail Industries. CN is a longstanding customer and partner of Amsted Rail. As such, Amsted Rail is supportive of the of the proposed merger/acquisition of KCS by CN. From our perspective as a supplier, the transaction is beneficial to our industry as it will stimulate additional investment in the North American rail network.

The future expanded services which should be the result of this merger, will stimulate much needed and expanded growth in freight rail transportation, with a heavy focus on shifting general freight away from trucks on the highways and back to the rail system. This results in improved efficiency, improved safety, and lowering carbon emissions for each ton of freight moved across North America.

In closing, we are supportive of this transaction and look forward to our industry going stronger in the decades to come and this transaction will aid in this endeavor.

Sincerely,



Brad A. Myers
Chief Commercial Officer
Amsted Rail Company, Inc.



Anji Logistics

Anji Logistics
13301 Stephens Road,
Warren, MI 48089

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

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

Dear Ms. Brown:

ANJI logistics USA INC. is using CN service from Canada POD for more than 3 years. We have experienced good communication and cooperation with CN sides. ANJI Logistics USA Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety give us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

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

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

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

Sincerely,

Rocky Shi
President of ANJI Logistics USA Inc.

May 7, 2021

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

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

Dear Ms. Brown:

AquaPower Chemicals (APC) is a project developer engaged in the clean up of oil & gas and mining waste streams in negative water and carbon footprints. In the course of our integrated approach of converting wastes to commodity products we require integrated logistics to connect the Upper Midwest USA to SW Ontario to Appalachia to the TX regions using truck, rail and marine options.

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

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

The ability for CN to strengthen their ability to connect the TX regional markets to our northern projects under development offers a more competitive combination of marine and rail to compliment and augment our own proprietary two way trucking capability.

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

For example:

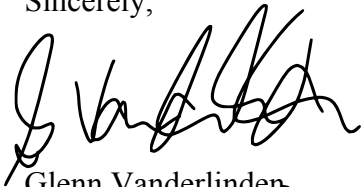
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of salt, syngyp, silica sand, and de-carbonized coal between TX, Upper US Midwest, Southern Ontario and Appalachia.
- CN's significant experience providing seamless intermodal service throughout their network and across borders could further enhance the movement of our proprietary two way container system and customs clearance.
- CN's Great Lake dock network can further enhance our rail and truck options as a single point of marine logistics.

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

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

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

Sincerely,



Glenn Vanderlinden
President

cc: Parties of Record



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

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

Dear Ms. Brown:

Armstrong Milling Co. Ltd. is a manufacturer of premium bird food products in existence for over 30 years in Southwestern Ontario. We have been a direct shipper of finished goods and a receiver of agricultural commodity feedstock, using both intermodal and carload service on CN's rail network for many years.

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

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

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

For example:

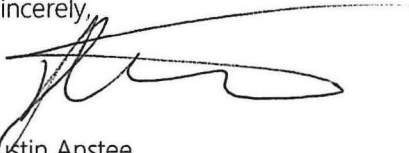
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets that we have identified as future targets for our products in the USA and Mexico.
- CN's significant experience providing seamless intermodal / carload service throughout their network and across borders.
- Customers of both companies would benefit from faster, safer, more direct and more efficient service for North-South trade

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

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

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

Sincerely,

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

Justin Anstee
Armstrong Milling Co. Ltd.
1021 Haldimand Road,
Hagersville, Ontario N0A 1H0

cc: Parties of Record

AVATAR CORPORATION
500 Central Avenue
University Park, Illinois 60484
USA

May 5, 2021

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

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

Dear Ms. Brown:

Avatar Corporation is a manufacturer of products for the food, drug and personal care industries. Our products are manufactured in accordance with quality standards that meet or exceed all applicable current Good Manufacturing Practices (cGMP). Avatar Corporation was founded in 1982. The 23-acre University Park Plant was commissioned in 1998. This facility is a Registered Drug Establishment and is inspected by the U.S. Food and Drug Administration. Products for our Pharmaceutical and Personal Care customers include excipients and active pharmaceutical ingredients (API). Our food ingredients are certified to conform to SQF Level 3 by an independent third party auditor recognized and accredited under the Global Food Safety Initiative (GFSI). We are the global leader in the formulation of specialty release agents, also known as pan oils or cake greases, for the baking, confectionery, and meat industries. We manufacture a full line of products for food, drug and cosmetic (FD&C) applications; all of which are certified SQF Level 3 compliant, Certificate No. 639528. Avatar Corporation can provide toll manufacturing and contract packaging for bulk API, USP, NF, FCC, Organic and Allergen-Free products.

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

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



WE'RE ALTOGETHER BETTER®

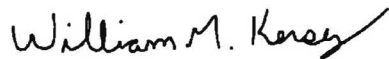
Many of our key raw materials come to us from our supply chain partners located in East Texas and Louisiana. Having a CN run line from those suppliers directly to our facility in University Park, IL would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes and afford us additional cost savings for our key raw material deliveries. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

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

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

Avatar Corporation is confident in and supports CN's proposed acquisition of KCS for all of the reasons as stated above. Thank you for your consideration.

Sincerely,



William M. Kersey
Executive Vice President
AVATAR CORPORATION
500 Central Avenue
University Park, IL 60484
Direct: (708) 305-7902
Office: (708) 367-2260
wkersey@avatarcorp.com
<http://www.avatarcorp.com/>

WE'RE ALTOGETHER BETTER®



WE'RE ALTOGETHER BETTER®

CANEDA

TRANSPORT LTD.

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

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

Dear Ms. Brown:

Caneda Transport Ltd is has worked with CN for over 25 years and supplies excellent service in our domestic Canada and cross border moves. We utilize CN between our Toronto and Calgary terminals along with direct door to door services. We also utilize CN line with our Mullen Group of Companies.

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

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

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

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

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

Caneda Transport is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above.

Sincerely,
Scott Nielsen
Director of Sales & Logistics
CANEDA TRANSPORT LTD.
4330 -46 AVE SE Calgary, Alberta T2B 3N7
Direct Phone: (403) 538-7922 | scott@caneda.com



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

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

Dear Ms. Brown:

Canuck Energy Inc. has had a working relationship with CN for the last 10 years. The founders of Canuck were also customers of CN, in past roles with different companies. We consult with companies who are heavily involved in the movement of rail cars in Canada and the Northwest US.

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

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

Currently we are moving 50 rail cars in and out of the Western Canada and the Northern US, hauling diesel from Edmonton to Vancouver and locations in Washington, Idaho, and Oregon. The expanded network will streamline this process and hopefully lead to lower costs.

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Diesel, Gasoline and the emerging market for Renewable Fuels.

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

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

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

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

Sincerely,



Jason Adamek
President



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

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

Dear Ms. Brown:

Cascadia Metals Canada benefits from the current relationship with CN in transporting coils of steel from British Columbia to Manitoba and soon Quebec. We rely heavily on CN for this service due the high volume and size of the product that we move.

We believe that a combination of CN /KCS would help us secure future opportunities from the Mexican Market, a market that we have so far have not been able to tap into. This would help to secure a competitive advantage for us.

CN could provide seamless service for us handling the rail move and the expertise of their customs clearance team.

Cascadia Metals is confident in and strongly supports CN's proposed acquisition of KCS and hope to see this realized.

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

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

Best Regards,

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

Jamie Moreland
Assistant Branch Manager
Cascadia Metals Brandon Manitoba
1900 33rd Street East
Brandon Manitoba, R7A 5Y4

COMPLIANCE SOLUTIONS INC.
Transportation Consultants



20-360 Keewatin Street ◆ Winnipeg, Manitoba ◆ R2X 2Y3 ◆ Canada
Phone (204) 694-2566 ◆ Fax (204) 633-0044
◆ e-mail: rickt@compliancesolutions.ca

May 10, 2021

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

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

Dear Ms. Brown:

Compliance Solutions Inc. is a Transportation Consultant providing licensing, permit and Motor Carrier Services support to Canadian National Transportation Inc since 1998.

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

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

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

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

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

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

Sincerely,

A handwritten signature in black ink, appearing to read "Rick Taraschuk". The signature is written in a cursive, flowing style.

Rick Taraschuk, CCLP
President



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

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

Dear Ms. Brown:

Consultants F. Drapeau Inc. is selling and repairing cranes and railway equipment for CN since 1984.

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

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

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

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

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

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

Sincerely,



Daniel Drapeau
President

cc: Parties of Record

**Stonewood Armstrong Southwest, Inc./
Crescita Management Group, Inc.**
PO Box 3225., Scottsdale, AZ 85271
Telephone: (585) 303-9484

April 28, 2021

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

Subject: USSTB Docket No. FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control--Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Crescita Management Group, Inc. [“hereinafter CMGI”], is a Certified Federal Opportunity Zone Fund, based in Scottsdale, Arizona; CMGI was engaged by Fiscal Development, LLC, a Certified Community Development Entity, to structure the formation of a Federal Opportunity Zone Fund, to be “married” with New Market Tax Credit Capital, and Renewable Energy tax equity investment capital, to program rail-supported eco-industrial parks located at strategic locations situate along the reach of the Montreal Secondary Line, and Fulton Subdivision that Canadian National Railways [hereinafter “CN”], is purchasing from CSX Transportation, located in Federal Opportunity Zones in Massena, New York, in St. Lawrence County, the Richland Federal Opportunity Zone located in the Town of Richland in Oswego County, New York, and the Riverview Business Park/River Glenn Plaza host site in the Town of Volney, New York, also in Oswego County, located in Qualified Low Income Business Communities, and other similar situated host sites where they might present, once the asset purchase-sale-transfer is completed in May, 2021.

I am writing in support of the proposed merger of the CN and Kansas City Southern [hereinafter “KCS”] Railways, resulting from the tender offer extended by CN to the Executive Management and Board of Directors of KCS on Tuesday, April 20, 2021, and to express our opinion that owing to the alignment with the United States-Mexico-Canada trade pact, that our rail-centric eCommerce/eFulfillment Global Supply Chain Logistics [hereinafter “GSCL”] enterprise model, associated with the development of rail-supported MegaSite and Select Site hosted at Eco-Industrial Parks located on and along the reach of existing and proposed rail-marine-barge-air GLSC capability in New York State, is ideally aligned with the business opportunities that present with the merger of the CN and KCS railroad networks.

General Background and Basis for Extending Letter of Support

Crescita Management Group, Inc., and Stonewood Armstrong Southwest, Inc., participating members in the Dalpos Enterprise Solutions Group, support CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South Trade. We believe that a combination of CN and KCS would help us to win in our targeted eCommerce/eFulfillment GSCL enterprise projects. CN's strong track record of success with superior service, intermodal, and safety gives us confidence that a combined CN-KCS would be best-positioned to serve our needs, and that of our business invitees and joint venture business enterprise entities, especially our AgriTech and Agri-Business relationship companies. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

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

For example: The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefitting our shipments of eCommerce/eFulfillment for our Arendi 2.0 on-line retail and commerce transaction activity, from Upstate New York, to Kansas City (CenterPoint Intermodal Center Logistics Hub in Kansas City, Missouri, and Trans-Mex AgriTech and Agribusiness activity in South Texas in the Central Rio Grande River Valley Region (Brownsville and Harlingen, Texas), and the high-value fruit and wine grape industry in Mexico, with an end destination of Mexico City, Mexico.

The railroad multimodal solution provided by the CN and KCS merger, presents an opportunity to accelerate plans to market and sell biological control and biopesticides into Sustainable Agriculture Market in Mexico that otherwise would likely be years in the making, coming out of the Year-of-COVID coronavirus pandemic.

We view the merger of the CN and KCS railways, following the CN purchase of the Montreal Secondary Line and Fulton Subdivision, from CSX Transportation, as truly "once-in-a-lifetime" business circumstance that now presents in the instant premises, if the merger is approved by the United States Surface Transportation Board [hereinafter "STB"].

Statement of Implications Associated with the CN and KCS Merger in Upstate New York

DESG and Fical Development have evolved a proprietary Asset-Light Smart Logistiport Multimodal Enterprise Model, that we have programmed into a portfolio-build execution in New York State, that has been programmed to advantage the Montreal Secondary Line and Fulton Subdivision presently owned by CSX Transportation, to provide a year-round deepwater port connection to the Hutchison Port ecosystem (owner operators of 52 Ports located globally in 27 countries), via the Port-of-Montreal, and the new Marine Freight Container Terminal that CN is co-developing with HP at the Port of Quebec, that will be opened in 2024. On April 6, 2020, the STB conditionally approved the asset purchase-sale-and transfer; on February 24, 2021, the STB affirmed its prior conditional approval. The contract control date for the Purchase-Sale-Agreement between CN and CSX Transportation.

The merger of the CN and KCS railroad networks, makes the CNR MegaSite Asset-Light Smart LogistiPort Multimodal Enterprise project configured along the reach of the Montreal Secondary Line situate in the Village of Central Square/Town of Hastings, strategically located as to eCommerce/eFulfillment Global Supply Chain Logistics, whether that is directed at the Port of Quebec Marine Freight Container Terminal, and the Hutchison Ports ecosystem (52 Ports owned/operated in 27 countries), or inland via the "enlarged and enhanced" CNR rail system, to the Breadbasket of the midwest, Kansas City, the southwest, Texas, and in turn, to Mexico City. The "Go-to-Market" Vision Plan that CMGI and Fiscal Development outlined to the DESG connections in early July of 2020, can now be enlarged and enhanced for all that it can possibly provide for the CN MegaSite and companion portfolio of Asset-Light Smart LogistiPort Intelligent Local Hub Warehouse enterprise projects programmed for Arendi 2.0 "Last-Mile" Logistics 3PL Solutions and General Transportation/Container Intermodal Logistics solution provider network.

My focus on the CN acquisition of the CSX Transportation ["CSX"] Montreal Secondary Line, and Fulton Subdivision, and all-things Laurentia BLUE/Port-of Quebec Marine Freight Container Terminal JV enterprise project with Hutchison Ports, has been, and continues to be targeted on the April 26, 2021 "Control Date" provision set out in the amendment to the Purchase Sale Agreement between CN and CSX. If the \$33-Billion tender to Kansas City Southern ["KCS"] is sustained in review by the United States Surface Transportation Board, the constellation MegaSite/Asset-Light Smart Logistic Multimodal Select Site "constellation" that we have programmed along the reach of the MSL, and the Fulton Subdivision, becomes absolutely aligned with all the United States-Mexico-Canada Agreement [hereinafter "USMCA"] trade pact offers for readily access to the 52 Port global ecosystem owned and/or operation by Hutchison Ports, PLUS the strategic advantage on the inland connection via the combined CN-KCS merger, to Kansas City and the Midwest, all that is offered via the terminals in Shreveport, Louisiana, and Corpus Cristi, Texas, and the Trans-Mex railroad network connections terminating in Mexico City. That is simply a profound business circumstance for a project focus in Upstate/Central New York.

We view and value the KCS Intermodal Network, the United States Petrochemical Buildout along the Louisiana and Texas Coast, make advanced polymers and carbon fiber/resin material sourced from supply points in Corpus Cristi, Shreveport, and Mobile, readily available for the Smart Hybrid Polymer and Ultraclean Industrial Bulk Containers that have been programmed into the Massena Federal Opportunity Zone, to advantage low-cost hydroelectric generation from the New York Power Authority St. Lawrence-FDR Power Project, while ensuring stability of pricing derived from improved rail logistics economies at scale.

Likewise, owing to our strategic focus on NexGen autonomous vehicles, and eCars, eSemi-Trucks, and self-driving Smart Transit System technologies that comprise *Intelligent Transit Technology* integration into NASA-influenced Urban Air Mobility/Mobility-on-Demand smart transit systems, we value the CN-KCS merger as a unique way to advantage the KCS positioning in Mexico for the automotive and aerospace Industry as well, foremost the connection to Mexico City where simply extraordinary Clean Energy/Zero Carbon smart transportation, transit, and logistics market demand exists for companies located along the reach of the MSL and Fulton Subdivision in New York State.

Clearly, the 1,200-acre MegaSite Project configured into solution at the Exit 35 Interchange of Interstate Route 81, in the Town of Richland, New York, and the Cleantech Manufacturing Facility that DESG P3 business team members have programmed on the 46-acre vacant rail-site in the Town of Volney, New York, and the companion CN Select Site programmed along the reach of the MSL in the Village of Central Square/Town of Hastings, owned by Cayuga County, viewed in light of the CN-KCS merger, is now to what can fairly be described as a truly a once-in-a-business lifetime convergence of Global Supply Chain Logistics eCommerce/eFulfillment derived from the aggressive business expansion and growth plan of CN, and what one might do with a part of the \$6.5-Trillion of Federal COVID-19 coronavirus stimulus Congress is making available post the "Year-of-COVID," used to stimulate private P3 Infrastructure Investment capital formation strategies.

The Glen Muir Technologies, Inc. and Eco-Organics, Inc./SafeScience Nutratch biological control and biostimulants products and technology platform targeted to be sold into high-value fruit and vegetable broad-agriculture market in Mexico (Jalisco, Guanajuato, Michoacan, Sinaloa, San Luis Potosi regions) via strategic business relationships with Agrinos, Inc./Fertilizantes Tepeyac, Corteva Agriscience, Sygenta, and Tessengerlo-Kerley, Inc., incented by the new USMCA, and the U.S. International Development Finance Corporation (DFC). DFC is the agency where certain functions from the Overseas Private Investment Corporation (OPIC) and U.S. Agency for International Development's (USAID) Development Credit Authority were consolidated under one roof. Calling itself "America's development bank," the DFC invests across multiple sectors — including energy — in emerging economies. When viewed in the context of the proposed CN and KCS business combination, it provides access to international business and business markets and sectors, that simply would not present absent the CN business expansion activity that opens-the-door to prudent, practical and economic growth and expansion activity facilitated by CN operating as a new corporate “neighbor” in our business community.

For the foregoing reasons, CMGI/SASW, like DESG, and Fiscal Development, are confident in, and strongly support CN's proposed acquisition of KCS. We hope to see the premier 21st century railway come to life, and participate in the national and international business trade and transaction activities the business combination provides to the stakeholder interests in Upsate New York/St Lawrence River Valley Region.

Sincerely,

Louis Giardino

Lou Giardino

President and Chief Executive Officer
CRESCITA MANAGEMENT GROUP, INC.

Certified Federal Opportunity Zone Fund

Telephone: (585) 303-9484 Office

Telephone: (315) 373-4078 Cell

Louis Giardino

Lou Giardino

President and Chief Executive Officer
STONEWOOD-ARMSTRONG SOUTHWEST, INC.

Advisory & Transaction Management Advisory Consultants

Telephone: (585) 303-9484 Office

E-mail: lg@saswinc.com

www.saswinc.com

cc: Parties of Record



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

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

Dear Ms. Brown:

Dakeryn Industries Ltd. is a lumber wholesale distributor who has partnered with CN for over 20 years to deliver forest products across Canada and the US. Our partnership with CN has been integral to the growth of our business and the satisfaction of both our customers and suppliers.

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

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

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



For example:

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

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

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

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

Sincerely,

Ray Stewart
Partner

cc: Parties of Record



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

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

Dear Ms. Brown:

Edmonton Exchanger has an excellent working relationship with CN and has relied on them to transport our steel plate from docks on the Canadian west coast, from northern Ontario, and from various locations in the USA to our manufacturing plant in Edmonton, AB for approximately 20 years. CN's service is a crucial component of our operations, and we look forward to working with them for many years to come.

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

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

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

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

Sincerely,

A handwritten signature in dark red ink, appearing to read 'Ernest W. Reimer', is written over a light blue horizontal line.

Ernest W. Reimer
Steel Plate Manager
Edmonton Exchanger Group of Companies

cc: Parties of Record



April 30 /2021

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

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

Dear Ms. Brown:

Elemental is a new partner of CN working on exporting Canadian crude oil. We believe a CN-KCS railway would allow Elemental to access more North American markets with a faster, safer, cleaner and more direct service from Canada to the United States Gulf Coast, specifically Texas.

Elemental is an innovative company active in providing customers with multiple products and comprehensive services including crude by rail, crude by container, and utilizing technology such as CanaPux. We believe that a combination of CN and KCS would help us to win in our markets.

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

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

For example:



elemental ~ infrastructure
design : build : operate : finance
www.elementalpower.ca

elemental

- The combined CN-KCS company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Canadian crude to terminals in Louisiana and Texas.
- Because CN and KCS have very little overlap in their current networks, the combined railway would create an innovative transportation solution that will help customers reach new desirable markets directly and economically.
- Improved cycle times will help reduce railcar fleet requirements and provide customers with competitive advantages over other forms of transportation.
- Rail carriers with direct access to markets can create a more competitive environment than interline rail service.
- Compared to other transportation modes, rail is the most fuel-efficient method of moving freight over land

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

Sincerely,



Chris Hornsby
CEO
Elemental Developments Inc.

cc: Parties of Record





Box 424
Emerson, MB R0A 0L0
Canada

Ph: 204-373-2328, / Fax 204-373-2537
Email: info@emersonmilling.com
Website: www.emersonmilling.com

Box 322
Pembina, ND 58271
USA

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

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

Dear Ms. Brown:

Emerson Milling Inc. is an oat mill located in Emerson, Manitoba that ships oat products for food and petfood around the world but in particular, to the US Midwest and Mexico via rail in bulk hopper railcars. We have been CN customers for over 30 years and CN has been an essential partner in our growth and success.

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

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

Due to the distance Emerson Milling's product travels and the volume we ship, our products have to ship by rail. We use transloaders in the United States that are located on the KCS line to off load the railcars we ship, store our product and ship to final destinations for just in time delivery. This is a critical service for our industry.

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of oat products from Emerson, Manitoba to the US Midwest and Laredo, Texas.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

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

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

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

Sincerely,



Jarrod Firlotte
Director of Sales and Operations

cc: Parties of Record



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

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

Dear Ms. Brown:

FQ INTERMODAL S.A. DE C.V. is a Logistic Operator and one of the oldest Customs brokers in México, we move a several containers around the country by Rail using the KCS and Ferromex Services.

We have good business relationship over time, and I hope that it will be continued for several years.

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

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

We need to improve several things, like faster deliveries, increase the capacity and equipment inside the new port of Veracruz, and make more efficient all the process to program a shipment. Also with this fusion we can be closer to USA and Canada for merchandise interchange.



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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Europe and south America from Veracruz to USA and Canadá.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway.
- Create new market reach (expand market options) for both sourcing of inbound and outbound opportunities. (also could point out CN has a larger footprint which generates more possibilities).
- Customers of both companies would benefit from faster, safer, more direct and more efficient service for North-South trade.

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

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

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

Sincerely,

FQ INTERMODAL S.A. DE C.V
JOSE ANTONIO DE LA FUENTE Q.
CUSTOM BROKER 1708



Grand Falls Agromart Ltd.

P.O. Box 7875, 38 Després Rd.,

Grand Falls, N. B.

E3Z 3E8

Phone: (506) 473-1941

Fax: (506) 473-3677

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

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

Dear Ms. Brown:

Grand Falls Agromart Ltd receives year-round service with CN which we process 200 plus railcars from and to all parts of the United States of America.

We are expending our business every year and CN has been an integral part of this expansion. As any business relationship there are challenging times but when it really matters CN has delivered every time.

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

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

Grand Falls Agromart Ltd imports approximate 75 railcars from KCS/CN network and are looking into expanding our volume in the next 3 years.

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

For example:

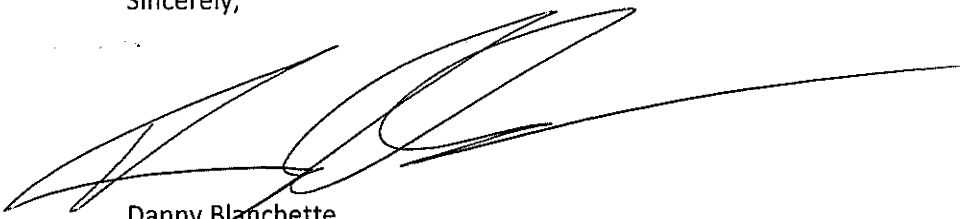
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Agricultural Fertilizer from Texas & Tennessee to Grand Falls NB Canada.
- cross borders.
- CN's significant experience providing seamless intermodal service throughout their network and a
- Ability to follow railcars all along the travelled route thru CN's online portal.

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

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

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

Sincerely,

A large, stylized handwritten signature in black ink, appearing to read 'Danny Blanchette', is written over a horizontal line.

Danny Blanchette
President



Green Bay Packaging Inc.

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

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

Dear Ms. Brown:

Green Bay Packaging, Inc. is a customer of both CN and the KC. We have shipped on both railroads without issue.

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

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

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

Sincerely,

Green Bay Packaging, Inc

Frank E. Miller
Director of Logistics

cc: Parties of Record

GREENFIRE ACQUISITION CORP.

May 6, 2021

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

RE: FD 36514

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

Dear Ms. Brown:

Greenfire Acquisition Corporation (“**Greenfire**”) is a small, independent energy company based in Calgary, Alberta, Canada with ongoing operation in the Fort McMurray Oil Sands region. Greenfire utilizes the rail services of the Canada National Railway Company (“**CN**”) to ship its diluent and condensate-free (or “neat”) bitumen by rail car from the Altex Lynton Terminal near Fort McMurray, Alberta, Canada to various customer across Canada and the United States of America.

From Greenfire’s first rail car of its bitumen to present day, CN has been integral to the successful marketing of Greenfire’s energy products and has built a strong and trusted relationship with CN that will continue for many years to come. Greenfire supports CN’s acquisition of Kansas City Southern (“**KCS**”) because of the superior benefits a combined CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

Greenfire believes that a combined CN-KCS railway assets would help better achieve its distribution and marketing goals and provides Greenfire with the confidence that a combined CN-KCS would be best positioned to serve its interests. CN’s strong track record of success – with superior service, intermodal process, safety record, and its current experience with similar acquisitions over the past 20 years – provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Greenfire believes that the combined company will create a network with enhanced end-to-end single-owner, single-operator service, resulting in a faster, safer and more economical rail option. This service would enhance Greenfire’s ability to be competitive in the markets in which it operates by directly connecting the Canada-U.S.-Mexico integrated supply chain. This will improve service and border processes, lower costs and improve competitiveness for its shipments of neat bitumen from Fort McMurray, Alberta, Canada to various customer across Canada and the United States of America.

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

*Greenfire Acquisition Corporation
4600 Eight Avenue Place East
525 – 8 Avenue SW, Calgary, Alberta, T2P 1G1*

Greenfire strongly supports CN's proposed acquisition of KCS for the reasons stated above and is looking forward to the ongoing development of a premier, twenty-first century railway network.

Sincerely,

A handwritten signature in blue ink, appearing to read "Robert Logan", written in a cursive style.

Robert B. Logan, MPBE, P.Eng, PE
President and CEO

Greenfire Acquisition Corporation

Phone: 403-465-2321

Email: rlogan@greenfireoilandgas.com

cc: Parties of Record



H. Veracruz, Veracruz, May 07th, 2021

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

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

Dear Ms. Brown:

GRUPO CICE is a port group with more than 30 years of experience, located in the ports of Veracruz (headquarters) and Tampico, where we have particularly developed a commercial synergy, allowing us to carry out loading and unloading operations of various foreign trade products, for our mutual clients. With more than 10 years of interaction through the Port of Tampico in conjunction with KCSM, this company has complemented the transportation services that our clients have required, managing to increase operations, and promoting national economic activity.

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

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

Currently, the needs to transport goods have found a versatility in cost-benefit for the use of the railroad, which has been evidenced with the increase in this service. This rail transport today represents 15% of the total activity vs road transport, taking products mainly to the state of San Luis Potosí, Querétaro, and part of the Bajío, where the automotive industry has increased activity, thereby particularly carrying the primary need for transportation for steel coils.

In addition to this activity, there is a great potential for growth towards the north of the country, where it could cover industrial areas that are currently not within the scope of KC and thus achieve an increase in the% of activity derived from the nature of the needs, that our clients have expressed to reach the north.

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



For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Steel from Tampico to North of the Country, such as Nuevo León.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- A decrease in the accident rates would definitely be achieved, derived from the saturated national highways, also representing an option to reduce costs for our clients.

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

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

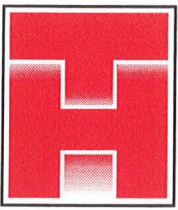
GRUPO CICE is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



ENRIQUE GÓMEZ RODRÍGUEZ
CORP. COMMERCIAL MANAGER
GRUPO CICE

cc: Parties of Record



Halltech Inc.



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

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

Dear Ms. Brown:

Halltech Inc. is an ISO-9001 manufacturer of Polymer Emulsions and Industrial Adhesives, with its head office and manufacturing facility located on 18 acres of land in Toronto, Canada and a sales office, with warehousing, in Quebec. Over the years, we have worked in partnership with CN to bring in our raw materials from the Southern US.

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

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

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

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



Halltech Inc.

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

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

Sincerely,

Al Deli
Vice President, Operations

cc: Parties of Record



YOUR ROAD TO PROVEN PERFORMANCE
TRANSPORTATION • LOGISTICS • WAREHOUSING

April 27, 2021

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

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

Dear Ms. Brown:

Harris Transport Ltd. is a transload facility for CN Rail in Winnipeg, Manitoba Canada. We have various customers that use our facility and ship out of the USA destined to our yard. Our history with CN has been over a 19-year period and through our working partnership we have grown our customer base with material also being shipping out of Mexico.

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

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

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



YOUR ROAD TO PROVEN PERFORMANCE

TRANSPORTATION • LOGISTICS • WAREHOUSING

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of material from Mexico to Canada.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Seamless integration as a result of a proven track record of acquisitions over the past 25 years.
- Increased connectivity between the US., Canada and Mexico would result in increased economic growth, trade and jobs for all three countries, reinforcing the benefits of the renegotiated North American Trade agreement.

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

Sincerely,

Connie Sigurdson
General Manager
Harris Transport Ltd.

cc: Parties of Record

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

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

Dear Ms. Brown:

Hutchison Ports Mexico as a member of the Hutchison Ports Group, is a leading Terminal Operator that handles 32% of Mexican ports throughput, with presence at Ensenada, Manzanillo, Lazaro Cardenas and the State of Hidalgo, in the center of Mexico with an Intermodal facility that serves as an extension to the port operation and connects via railway to main destinations at USA . HP Mexico has a commercial relationship with KCS Mexico as both serve the intermodal Mexican market of Lazaro Cardenas, HP intermodal facility and the Port of Veracruz, where KCS opened operations recently

Hutchison Ports Mexico supports CN's acquisition of KCS as we do see an excellent opportunity to improve the business synergies both companies can offer to the Mexican market. Below are the 3 pillars we consider are the base for a more aggressive growth for both companies not only in the Mexican market; but also in the FTA (USMCA) as well as business in the Panama rail transit.

- Recover lost intermodal rail market (from 85% to less than 30%) in the Lazaro Cardenas / Mexico Valley zone, lost due lack of competitive rates currently offered by KCS and maintain a sustainable growth for container business.
- Develop a faster & safer and a more direct service for the North – South trade via the FTA (USMCA) by using KCS railroad network at Mexico and Hutchison intermodal facility at Mexico Valley
- Improve synergies with Hutchison Terminals at Balboa in the Pacific and Cristobal in the Atlantic side of Panama

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

For example, our port operations in Lazaro Cardenas and Veracruz, both in Mexico, would enjoy greater market access by having a strong partner in CN, helping accelerate USMCA traffic in a more streamline and efficient manner.

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of international containers from Lazaro Cardenas and Veracruz, and domestic terminal in Hidalgo (central Mexico), to Texas and US Midwest.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

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

Sincerely,



Francisco Javier Orozco Mendoza
Head of Commercial
Hutchison Ports Mexico



HZPC Americas Corp.

19 Regis Duffy Drive
Charlottetown, PE C1E 0K5
Canada

T +1 902 892 2004
E info.ca@hzpc.com
W www.hzpc.com

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

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

Dear Ms. Brown:

HZPC Americas Corp has been working with CN, shipping our seed potatoes across Canada for more than 15 years.

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

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

We ship approximately 100 reefer intermodal containers in Canada within a very short window and rely on CN to have reefers available at various rail yards from coast to coast. With new lanes it may be possible to increase our business with CN.

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



HZPC Americas Corp.

19 Regis Duffy Drive
Charlottetown, PE C1E 0K5
Canada

T +1 902 892 2004
E info.ca@hzpc.com
W www.hzpc.com

For example:

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

1.

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

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

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

Sincerely,

Tanya MacKinnon
Office Manager
HZPC Americas Corp.

T +1 902 892 2004

M +1 902 626 5208

www.hzpc.ca



Discover our new brand at hzpc.com



IDEMITSU

Idemitsu Apollo Corporation

1831 16th Street
Sacramento, CA 95811
Phone: 916-443-0890 Fax: 916-443-1170

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

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

Dear Ms. Brown:

Idemitsu Apollo Corporation, a CN rail customer in North America holding a 10 year relationship. We utilize railcars in Edmonton to various locations in Canada and Northern US.

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

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

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

For example:

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

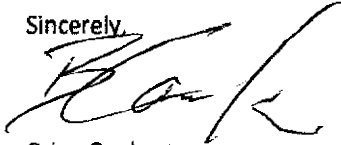
Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Idemitsu Apollo Corporation unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make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

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

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

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

Sincerely,

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

Brian Coulson
Vice President



Indorama Ventures Polymers México S. de R.L. de C.V.
Av. Prol. Paseo de la Reforma No. 1015 torre A 2o. piso Col. Santa Fe Cuajimalpa
Deleg. Cuajimalpa de Morelos C.P. 05348, México D.F.
Tel: (55) 9177-57-00 Fax: (55) 5292-60014

April 27th 2021
Santiago de Queretaro, Qro Mexico

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

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

Dear Ms. Brown:

Indorama Ventures Polymers México, S. de R.L. de C.V. produces and sales PET resin, that is primarily used as a raw material in the manufacture of bottles, sheets, films, fibers, filaments, and other specialty products. The PET polymers and resin manufacturing facility is located at Querétaro City, Mexico. 90% of our inbound raw materials volume and 80% of our export volume is currently being transported by rail.

Indorama Ventures Polymers México, S. de R.L. de C.V. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

We ship PET resin from Querétaro City, México to our customers and some transloading yards in the US. Some of our main shipping destinations are Midlothian, TX. Tolleson, AZ. Taft, FL. Carmenita, CA. Bethlehem, PA.

Regarding Raw Materials shipments, our main routes are Veracruz-Queretaro and Joliet, IL -Querétaro

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



Indorama Ventures Polymers México S. de R.L. de C.V.
Av. Prol. Paseo de la Reforma No. 1015 torre A 2o. piso Col. Santa Fe Cuajimalpa
Deleg. Cuajimalpa de Morelos C.P. 05348, México D.F.
Tel: (55) 9177-57-00 Fax: (55) 5292-60014

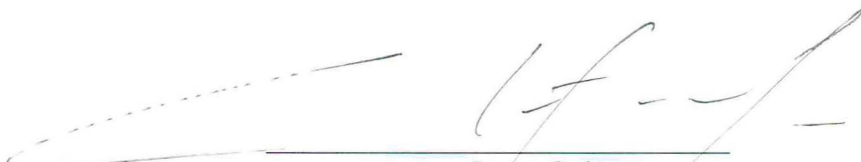
KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

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

Indorama Ventures Polymers México, S. de R.L. de C.V. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Arturo Lugo Colín
Indorama Ventures Polymers México, S. de R.L. de C.V

cc: All parties of Record

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

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

Dear Ms. Brown:

The Industria Nacional de Autopartes, AC (INA) recommends and supports CN, for being an important service company to carry out imports and exports of the Auto Parts Industry in Mexico, for a long time.

The Industria Nacional de Autopartes, AC (INA) supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

We need to have security in the transport of our goods and that they arrive on time

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

For example:

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

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

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

Industria Nacional de Autopartes, AC (INA) is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



**Oscar Albin Santos
President Executive
Industria Nacional de Autopartes, AC - (INA)**



A division of GROWMARK, Inc.

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

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

Dear Ms. Brown:

Insight FS, a Retail Division of GROWMARK, Inc., is an agricultural cooperative based out of Jefferson, WI with locations throughout Wisconsin and the Upper Peninsula of Michigan. We have had a business relationship with CN for over a decade supplying fueling services in both Wisconsin and Michigan.

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

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

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

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

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

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

Sincerely,

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

Jim Buege
Energy Department Marketing Manager
Insight FS

cc: Parties of Record



International Suppliers
and Contractors Inc.

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

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

Dear Ms. Brown:

Intersac is importer and distributor of commodities in the chemical industry for over 30 years. CN's vast network has helped us supply our products throughout Canada and has enabled us to develop markets that would be unreachable otherwise.

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

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

Today, Intersac uses intermodal to ship its products. However, with the ever-changing dynamic of the global supply chain, recent events have brought opportunities to ship in railcars, boxcar and hopper cars.

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

For example:

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

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

19400 Ave Cruickshank
Baie-d'Urfé, Québec
Canada, H9X 3P1

T.: 514.457.5362
F.: 514.457.5947
www.intersac.com



International Suppliers
and Contractors Inc.

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

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

Sincerely,

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

Antonio Banna
Vice President of Operations

cc: Parties of Record



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

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

Dear Ms. Brown:

The Jefferson Energy Companies Terminal is a Crude by Rail destination and a Refined Products by Rail origination Terminal located at the Port of Beaumont, TX (Korf, TX), that provides Terminal services to investment grade customers including oil producers, refiners, and marketers. Jefferson is directly served by three U.S. Class I Railroads (UP, BNSF, KCS). We provide customers with storage, pipeline connectivity and marine optionality in addition to blending and flexibility with Crude and Refined Products.

The Jefferson Terminal receives crude oil trains that originate across the United States and Canada and historically most of those trains have been moved on CN routes. For the past several years, CN has rendered consistent and reliable service on their routes. We have appreciated the mutually beneficial relationship we have with CN over the years as a Terminal and as a Shipper.

Additionally, the Jefferson Terminal is the origin terminal for refined product trains to Mexico on KCS routes. The value proposition of a CN-KCS North-South rail network fits our business needs considering that as a Terminal, our Customer base would benefit from faster, safer, efficient, and more direct service for North-South trade. We will have the option to ship trains on a robust network of end-to-end single-owner, single-operator services from Canada to Mexico thus meeting CN's high level customer service and safety standards. We look forward to doing business with CN and KCS for years to come.

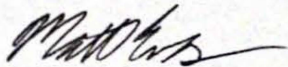
Jefferson Energy Companies unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy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

To ensure fair and transparent review under the voting trust process, Jefferson Energy Companies supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed

voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

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

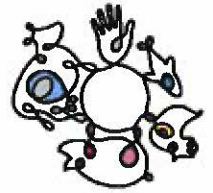
Sincerely,

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

Matt Evans
EVP, CCO

cc: Parties of Recor

Jefo Nutrition Inc.
5020 Avenue Jefo, C.P. 325
Saint-Hyacinthe, Québec
Canada, J2S 7B6
T 450 799 2000
F 450 778 1338



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

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

Dear Ms. Brown:

Jefo Nutrition Inc is Canadian leader for animal feeds industry. Both our domestic and international supply chain command a large and growing part of rail solutions. Among our important logistics partners, CN is largely involved and support our development. While the North America continental rail network integration is far from supporting the XXI objectives to environmental and cost sustainability in goods transport.

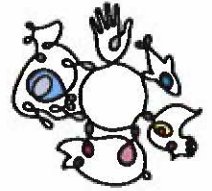
Jefo Nutrition Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

Our USA trade includes large volume supplies by full waggons. They are strategic to continuously serve our production. We see an even larger opportunity into our sales development in USA with an integrated rail network able to deliver USA customers through multimodal solutions. Carbon footprint is important for us as well. While we have to do our part, we cannot only act alone. Canada and companies operating in Canada and USA must remain to be attentive to the

La vie, en plus facile

Jefo Nutrition Inc.
5020 Avenue Jefo, C.P. 325
Saint-Hyacinthe, Québec
Canada, J2S 7B6
T 450 799 2000
F 450 778 1338



coherence of sustainable policies that have to be initiated to match the going green challenges that are committed by our government.

For instance we aim to export by rail to Mexico instead of road, and be able to ship by rail containers via USA Gulf Ports we export to Central and South America.

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

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

Sincerely,

Mr. Frédéric Houdoyer
Operations Director
Jefo Nutrition Inc .

La vie, en plus facile



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

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

Dear Ms. Brown:

KKB Transport is a heavy lift, project cargo, company that ships 10 million cubic feet of cargo around the world every year. I personally have been doing business with CN for the last 14 years and would not use anyone else for my needs except where necessary.

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

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

Project cargo and heavy lift cargo is something I try to ship on rail whenever possible all across North America. When rail is not available, we ship by truck.

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

CN's combination with KCS would add new a single-owner, single-operator service between key cities like Detroit and Kansas City, creating a faster, safer and more economical rail option for customers who currently rely on trucks and provide shorter distances on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal. The combination would also facilitate more efficient service between western Canada and Texas or Mexico.

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

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

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

Sincerely,

A handwritten signature in black ink, appearing to read 'Kent W. Funk', with a long horizontal stroke extending to the right.

Kent W. Funk
Vice President Specialized Projects

cc: Parties of Record

KITSUMKALUM ECONOMIC DEVELOPMENT GROUP



14303 Highway 16 W | Terrace B.C. V8G 0C8
TEL: (250) 635-5000 | FAX: (250) 635-6613

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

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

Dear Ms. Brown:

The Kitsumkalum Logistics Park located west of Terrace, BC is a First Nations wholly owned business and has a strong working relationship with CN through our Rock Quarry. The Logistics Park is a new business that supports the Northwestern BC region by offering rail and transload services so our Canadian small and medium size business can gain access to the world market. We also support the inbound traffic to this region from all over the continent.

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

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

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

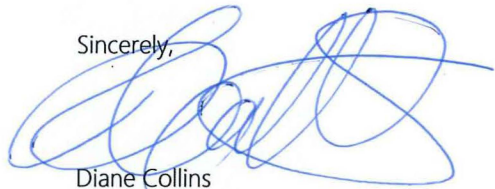
For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our customers market reach.
- CN and KCS would provide shorter distances than would be offered by the proposed KCS and CP on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal, effectively creating a Greenway to compete with trucks from Mexico, through the US heartland to Canada.

- Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.
- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway
- Create new market reach (expand market options) for both sourcing of inbound and outbound opportunities.
- The merger will provide seamless North South connectivity which help further integrate North American supply chains
- Unlike other railroads, CN has a Chicago advantage when moving goods to Detroit or western Canada. It travels around Chicago not through the heart of the city, removing the risk of seasonal – sometimes crippling – rail bottlenecks and creating fewer interchanges.
- Together, CN and KCS would have a robust network of end-to-end single-owner, single-operator services from Mexico to Canada – more than any other Class I railroad – with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.
- This transaction would provide shorter distances than would be offered by the proposed KCS and CP transaction on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal.
- We have a track record of investing in the communities we operate in and engaging directly. We spent over \$20 million USD in the past 4 years in local spending and Community Partnerships in the US.
- The greater use of combined transport helps lower transportation costs by allowing each mode to be used for the portion of the trip to which it is best suited and also helps reduce emissions, traffic congestion, accidents and the burden on overstressed transportation infrastructure
- CN invests in technology and is prepared to extend our recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

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

Sincerely,



Diane Collins
General Manager
Kitsumkalum Economic Development Group

cc: Parties of Record

May 6, 2021

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



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

Dear Ms. Brown:

Krusinski Construction Company is a general contractor that has constructed and renovated numerous facilities for CN throughout the Midwest since 2008. We currently have multiple projects under construction for CN at their US headquarters in Homewood, IL.

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

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

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

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

Sincerely,

A handwritten signature in black ink, appearing to read 'Ryan Lehman', written in a cursive style.

Ryan Lehman, Project Manager



**311 Industry Avenue
Springfield, MA 01104
5/6/2021**

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

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

Dear Ms. Brown:

Lancer Transport and Logistics is an asset based "final mile" Logistics Company headquartered in Springfield MA & Palmer MA. We have common ownership with CN Tier One Operating Partner – Maple Leaf Distribution Services located in Palmer MA which has been handling CN originated freight for well over 30 years. Lancer Transport is responsible for final mile/time sensitive delivery of these customer owned stocking programs serving pulp, newsprint, linerboard, medium, thermal paper, offset/specialty paper, aluminum, food, beverage, and zinc end markets. Over the years we have experienced organic growth from historical Canadian based shippers as well as US based shippers after CN purchased Wisconsin Central (2001) and Illinois Central (1998). The success and continuity of these programs results from the confidence the beneficial owner of goods has regards to consistency of rail service which determines production lead time to satisfy terms of sale. CN has provided superior service/qualified equipment, marketing/sales commercial development support, and quality/safety support regarding certified loading patterns for numerous commodities historically shipped by truck.

Lancer Transport and Logistics supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. We believe that a combination of CN and KCS would help us to expand in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs as well as the needs of our customers. Additionally, CN's successful track record of acquisitions over the past 25+ years, which we have benefitted from, also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

5/6/2021

With over 40 years of distribution & trucking experience we see the next 5 to 10 years with a concerned yet opportunistic vision. Manufacturing is making a slow but steady return to North America while our population continues to grow – both representing future supply chain challenges. The average age of an Over the Road driver today is 55 according to Bureau of Labor Statistics and current shortage of drivers @ 40,000+ is creating current and future truck capacity crunch. Historically our industry loses drivers to the construction industry based on quality of life and wages. Current housing starts are at a 10 year high and planned Federal Funding for National Infrastructure Programs over the next decade will only hamper our ability to hire and keep qualified drivers. Converting long haul truck traffic over to rail for both manufacturing raw materials and retail items is also a viable “Green” alternative requiring investment in rail infrastructure to promote capacity/efficiency as well as industrial development of real estate along rail lines to handle “final mile” short haul truck distribution for stock located closer to its consumers.

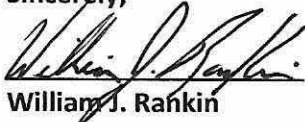
The combined CN-KCS company would create a rail network with enhanced end-to-end single-owner, single-operator service which will result in a faster, consistent, safer and more economical rail option for our shippers that currently rely on trucks and provide shorter distances on many key North-South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

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

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

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

Sincerely,



William J. Rankin

Commercial Development - Lancer Transport & Logistics



Recycling the world over, and over.®

May 7, 2021

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

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

Dear Ms. Brown:

Louis Padnos Iron and Metal Company ("Padnos") is a shipper of scrap metals to steel mills and foundries across the United States.

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

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

We currently use CN to haul our finished product from Michigan to mills in Wisconsin. This will help keep the movement of material seamless.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where



Recycling the world over, and over.®

PADNOS

we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of scrap metal from Grand Rapids, MI to mills located in Wisconsin.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

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

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

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

Sincerely,

Ben Irwin, Chief Financial Officer

M Corr and Associates

Newmarket, Ontario

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

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

Dear Ms. Brown:

M Corr and Associates is a partner of CN in providing logistics service to customers using the CN network in Canada, the US and Mexico. We have been in business for 2 years and provide rail logistics, site selection, rail infrastructure and supply chain support to project developers in the United States and Canada. Our activities include liaison between existing or potential rail shippers and all the various Class 1 railroads, including Canadian National Railway. Our experience with CN is great and we will continue to support the services, safety record and the reach of their network.

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

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our customers ability to be competitive in the markets in which they operate, benefiting our shipments of chemicals, plastics, petroleum and renewable energy products

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

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

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

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

Sincerely,

M Corr And Associates
Principal

cc: Parties of Record



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

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

Dear Ms. Brown:

[Maritime World Logistics Inc. (MWL) has been working in tandem with Canadian National Railroad for over 20 years, moving project cargo across the continent as together, we play a role in the advancement of North American infrastructure, mining, and power generation projects. We have been able to complete these projects because of CN's commitment to service and safety over the course of our tenure.

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

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

We routinely interchange our cargo to other railroads, and this can be a prime source of delay for dimensional shipments, the likes of which are our niche cargo. Having access to both Canadian coasts (Halifax and Vancouver are the predominant points of entry of our cargo) as well as access to US and Mexican markets all under one umbrella would simply the dimensional clearance, as well as reduce the required interchanges between railroads. These efficiencies would benefit not only MWL as a company, but the ultimate consignees as the shipping process becomes more streamlined, and opportunities for error and delays are further eliminated.

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of transformers from Mexico to Alberta, Ontario and Quebec
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- It is not uncommon for us to receive request requiring transport in or out of Mexico. Currently, this means coordinating with 2 or 3 different railroads which adversely affects the reliability of everything from rates, who services the transload yards, dimensional clearance, placement of empty equipment and transit time of the loaded moves. Being able to deal with a single point of contact on these issues would be of great benefit.

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

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

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

Sincerely,



Serge DiPenta
Managing Director
Maritime World Logistics Inc.
50 Bedford Hwy, unit 103
902-478-4672
sdipenta@mwlinc.ca

Cynthia T. Brown

5/6/21

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

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

Dear Ms. Brown,

Marten Transport Ltd has been involved in intermodal since late 2005. Within that time, we have established ourselves as a dominant refrigerated carrier with both trailers and containers on the BNSF and the NS Railways.

Early last year, Marten Transport expanded our intermodal operations to the CN Railway and the partnership and respect for the CN has grown exponentially. We believe that the CN is ready to move forward with the acquisition of the KCS to further improve their standing within the intermodal community.

Marten Transport Ltd supports CN's acquisition of KCS and believe it will provide increased on time service and more personal communication with it's carriers. We also believe the CN would demonstrate a seamless integration and provide their partner carriers with more potential for growth.

Marten Transport Ltd would like to work on a 5 year plan with the CN Railway in an effort to provide more intermodal capacity – especially during a time where driver shortages do not seem to be improving. Intermodal service is going to be a primary mode of transportation which allows carriers to provide more local/home nightly jobs for drivers based out of ramp locations.

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

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

Sincerely,



Chad Thompson
Senior Vice President – Intermodal
Marten Transport Ltd



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

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

Dear Ms. Brown:

Messenger Freight Systems is a transportation company that has been working with CN for the past 10 years. We move various types of freight to/from the USA and Mexico and value the service provided.

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

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

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

For example:

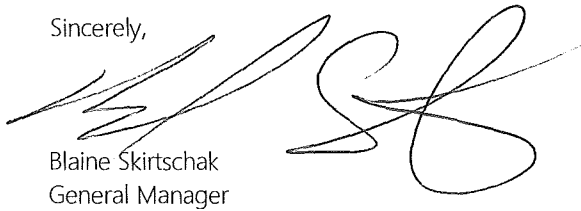
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of auto parts from Mexico to Ontario.
- CN's significant experience providing seamless intermodal service throughout their network and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

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

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

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

Sincerely,

A handwritten signature in black ink, appearing to read 'Blaine Skirtschak', written in a cursive style.

Blaine Skirtschak
General Manager

cc: Parties of Record



MID CANADA TRANSLOAD SERVICES LTD.

Box 318, 7093 Road 8 North, Letellier, Manitoba R0G 1C0

204-794-6883

May 4, 2021

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

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

Dear Ms. Brown:

Mid Canada Transload Services Ltd has been a customer of CN Rail since it's startup in 2016. Mid Canada Services Ltd has customers throughout the US and Mexico. Our relationship has been very satisfactory over this time.

Mid Canada Transload Services Ltd supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. CN/KCS would allow for more competitive pricing as well.

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

Mid Canada Transload Services Ltd requires daily service and we require inter-switching with other rail carriers to provide service to all North American destinations. We also receive a number of different products that come into our location from throughout North America. CN/KCS would provide additional and quicker access to the various US points and to the Mexican market.

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

For example:

- The combined companies' single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of grain and dry goods from Manitoba to all North American points.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- CN has significant experience in international trade and can be a great benefit to rail users.

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

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

Mid Canada Transload Services Ltd is confident in strongly supporting CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Real Tetrault

President and CEO

CC: CN Rail

Kansas City Southern Rail

Mont Eagle Mills, Inc.
804 West Main Street
Oblong, IL 62449
(618) 592-4211

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

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

Dear Ms. Brown:

Mont Eagle Mills, Inc. (MEM) is a unit grain train shipper located on the INRD in Southern Illinois. The INRD is a short line "bridge" between the CN and the CSXT. We therefore have a unique perspective on the performance of our Class I partners. The CN performance has been far superior to the CSXT performance over the last few years. We feel very comfortable in supporting the CN acquisition of the KCS.

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

Our location requires us to compete with Ohio River loaders in Mt Vernon and Evansville, IN. The CN over the years has shown to be sensitive to pricing needs of our location.

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

For example:

- At this time, MEM has no viable path to the Mexican corn and soybean markets. The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of feed grains and soybeans from Illinois to additional destination markets in the United States and Mexico.
- A combined CN-KCS will improve the North American transportation network and create a true USMCA railway.

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

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

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

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

Sincerely,



President,

Mont Eagle Mills, Inc.



NCIF USA CORP
17800 CASTLETON ST STE 665,
CITY OF INDUSTRY
CA 91748

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

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

Dear Ms. Brown:

NCIF USA CORP and CN have a long-term cooperative relationship.

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

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

NCIF are qualified by NTPETP product certification and more than 20 countries are using our products. Meanwhile, we working on sell the products from United States to Mexico.

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

For example:

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

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

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

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

Sincerely,

Ella Wang
Sales Director & General Manager

A handwritten signature in black ink, appearing to read 'Ella Wang', positioned to the right of the typed name and title.

cc: Parties of Record



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

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

Dear Ms. Brown:

NuVision Commodities is a CN supply chain partner that facilitate the shipments of grains and processed grain products via carload and intermodal to destinations in Canada, the USA and Mexico. We have been working with CN since our inception in 2014 and they have been essential to our growth and success.

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

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

Currently NuVision Commodities uses a combination of CN supplied covered hopper cars and various intermodal equipment to deliver our customers' products to various destinations in Canada, both inland and export ports, in the USA. The South Central and Mexico markets have eluded us due to the lack of competitive advantage to tap into those areas. We have observed a sustained demand for those markets, for our services and the products we handle.

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

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

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

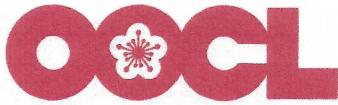
Nuvision Commodities is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Nathan Sabourin
Owner

cc: Parties of Record



We take it personally

May 10, 2021

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

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

Dear Ms. Brown:

Overseas Orient Container Lines (OOCL) has been a strategic partner of Canadian National Railway ("CN") for several years in the assistance and movement of our international customers cargo throughout North America.

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

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

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

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

OOCL is voicing strong support for the combination of CN and KSC for of the reasons as stated above.

Sincerely,

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

Eric Witsaman
Vice President North America Operations
OOCL (North America) Inc.

PERIN RESOURCES LLC

1800 Augusta Drive, Suite 100
Houston, Texas 77057
(713) 789-1317

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

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

Dear Ms. Brown:

PERIN Resources, LLC has worked with the KCS and CN to facilitate the movement of commodities across the United States, Canada and Mexico since the early 2000s.

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

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

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

For example:

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

- Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. PERIN Resources, LLC unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.
-
- To ensure fair and transparent review of CN's voting trust, PERIN Resources, LLC also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.
- PERIN Resources, LLC is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Hunter Comiskey
Business Development



111 Ingalls Avenue
Joliet, IL 60435
Tel: (815) 727-3651

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

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

Dear Ms. Brown:

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

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

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

For example:

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

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers.

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

PQ Corporation is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above.

Sincerely,

Rose Cap

Rose Cap
Logistics Manager

cc: Parties of Record



Presto Enterprises Ltd.

2930 LONSDALE AVE. P.O. BOX 37068 LONSDALE, NORTH
VANCOUVER, BC V7N 4M4
Phone: (604)-723-9728. Email:
prestoenterprise@gmail.com

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

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

Dear Ms. Brown:

Presto Enterprises Ltd is a business partner of CN for the past 10 years.

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

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

We have use CN to ship the goods from West to the East, using CN's intermodal services.

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

For example:

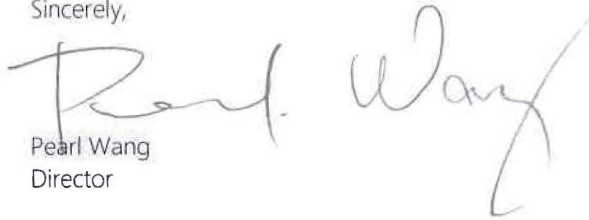
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Intermodal from West to East.
- CN's significant experience providing seamless intermodal service throughout their network and across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

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

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

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

Sincerely,



Pearl Wang
Director

cc: Parties of Record

Rayan Investments Ltd

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

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

Dear Ms. Brown:

Rayan Investments Ltd has been doing work for CN in the province of NB for over 25 years. Rayan will help out with moving containers during the Christmas rush, move rail sections and supplies when derailments occur in our area as well as remove discarded metals for scrape.

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

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

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

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

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

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

Sincerely,

Murray Cruickshank



President

cc: Parties of Record



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

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

Dear Ms. Brown:

Real Potatoes has been a CN customer since our inception. We are in the seed potato business and as such are seasonal shippers. Our business is constantly evolving, but our shipping patterns remain the same. East to/from West in Canada and North to South to the US. Seed potatoes are grown in northern climates, while commercial potato production is wide spread throughout North America.

The ability to use intermodal for cross border shipments into the US would provide us with a cost effective delivery solution, and greatly enhance the capacity on these lanes. As our shipments are "timely", and must be delivered for our customers to match up with their planting schedules, capacity is always a concern. Intermodal has been effective at addressing this in Canada and we would welcome the ability to extend it into the US.

Sincerely,

A handwritten signature in purple ink, appearing to read 'S. McFeeters', with a stylized flourish at the end.

Steven McFeeters
Business Manager

April 30, 2021

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

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

Dear Ms. Brown,

I am writing on behalf of the Canadian retail industry regarding the Surface Transportation Board's review of the merger proposal between The Canadian National Railway (CN) and Kansas City Southern (KCS), in the context of the competing bid for KCS by the Canadian Pacific Railway (CP). I am Senior Vice President, Public Affairs for Retail Council of Canada (RCC), with responsibility for public policy, regulatory and competition issues.

Retail is Canada's largest private sector employer with over 2.1 million Canadians working in our sector. Retail Council of Canada (RCC) members represent more than two-thirds of core retail sales in the country and 95% of grocery sales. RCC is a not-for-profit industry-funded association that represents small, medium and large retail businesses in every community across the country. As the Voice of Retail™ in Canada, we proudly represent more than 45,000 storefronts in all formats, including department, grocery, specialty, discount, independent retailers and online merchants.

By letter dated April 20, 2021, the Retail Council of Canada had previously expressed support for the proposed transaction between CP and KCS. That letter was drafted and submitted without our being aware of CN's competing proposal, which was released on that date.

We do not approach this issue with any particular expertise in surface transportation policy or competition policy but instead as an entity focused on the interests of the retail sector. As our name would suggest, our membership conducts retail operations in Canada but importantly, many of our members are bi-national, with operations on both sides of Canada-US border and with several operating in Mexico as well.

Without favoring one proposal over the other, we note that a successful transaction arising out of one of these bids would provide significant benefits. In particular, we look forward to there being a rail system that would seamlessly connect the U.S., Mexico, and Canada. Our retail membership has a huge variety of goods by rail, whether from U.S. or Canadian ports or from points along the networks' systems serving manufacturing and processing facilities within the three countries.

Aside from the goods that our own membership ship, we depend heavily on timely shipment of the output of companies earlier in the supply chain, whether as importers, manufacturers, food processors, or producers of raw materials later refined into product that we sell at the retail level.

RCC is voicing strong support for the integration of North American rail systems, to provide expanded options and drive efficiencies for our members and suppliers of all sizes. We would ask that this letter and our earlier letter of April 20, 2021 re the CP bid be treated as a single submission that sees significant value in consolidation but that remains neutral as between the two bids.

Regards,



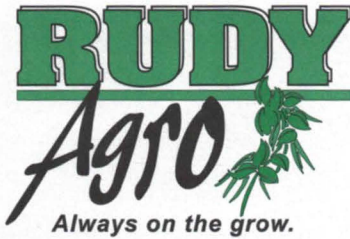
Karl Littler
Senior Vice President, Public Affairs

VERIFICATION

I, Karl Littler, 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





RUDY AGRO LTD
BOX 100, OUTLOOK
SASK. S0L 2N0
TEL (306) 867-8667
FAX (306) 867-8290

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

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

Dear Ms. Brown:

Rudy Agro Ltd is a pulse crop company that utilizes CN's services to move our products to a variety of destinations within Canada as well as to the USA, with some for furtherance to Mexico. We have noticed a general shortage of reliable equipment availability at Saskatoon Saskatchewan. This results in additional costs for us to find alternative shipping solutions.

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

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

Currently Rudy Agro Ltd uses a combination of CN's hopper, boxcar as well as intermodal and source load services for our domestic and international shipping needs.

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

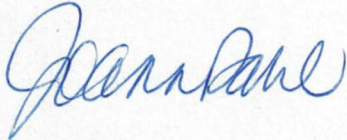
For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of pulse crops from Saskatoon to Senatobia.

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

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

Sincerely,



on
behalf
of

Wes Walker
General Manager
Rudy Agro Ltd.

cc: Parties of Record

May 10, 2021

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

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

Dear Ms. Brown:

Stealth Monitoring is Dallas, Texas based security firm that designs, installs, and services life-safety and physical security systems that include video surveillance and access control. Stealth Monitoring provides and remotely monitors security cameras and other equipment for the Canadian National Railway Company ("CN") and a variety of other businesses in United States and Canada.

Stealth Monitoring supports CN's acquisition of the Kansas City Southern Railway Company ("KCS") because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

Sincerely,



Robert Cherun
Chief Executive Officer





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

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

Dear Ms. Brown:

Steam Whistle Brewing is a long-standing customer of CN. We ship predominately throughout Canada; however, we look to explore new gateways with our respective locations. Overall, our service with CN continues to exceed our expectation.

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

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- We are not afraid to compete, more competition lowers cost and makes manufacturers more competitive.
- KCS and CN have very little overlap (approximately 1 percent of our combined network) and several connection points which will facilitate the combined railway to create new innovative transportation solutions that help customers reach new desirable markets directly and economically – we win when our customers win.

- It Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.
- The merger will provide seamless North South connectivity which help further integrate North American supply chains
- Additionally, CN has a record of superior service at the borders, as well as more experience and greater success with intermodal, reducing friction for customers across geographies and transportation modes, that it would leverage and apply to KCS's business.
- Rail investment generates collaboration and business development opportunities
- The greater use of combined transport helps lower transportation costs by allowing each mode to be used for the portion of the trip to which it is best suited and also helps reduce emissions, traffic congestion, accidents and the burden on overstressed transportation infrastructure

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

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

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

Sincerely,

Matthew Little

Matt Little
Director of Operations
Steam Whistle Brewing

cc: Parties of Record

SUGAR SERVICES, LLC

MEMPHIS, TN

901.523.0045

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

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

Dear Ms. Brown:

Sugar Services, LLC is a sugar processing facility that produces a liquid sugar and has relied on the CN Railroad to deliver processing materials for many years. Our incoming goods are transported in by rail from several locations across the country from locations such as Minnesota and Michigan in the north and from locations such as Louisiana and Florida to the south. The CN has worked with us throughout the years and has maintained an excellent, ongoing business relationship with our company to ensure our satisfaction with their services.

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

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

Sugar Services, LLC relies on rail transportation from the CN to deliver our processing materials, as we require bulk sugar delivers that are simply not available to us by other means of transportation.

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

SUGAR SERVICES, LLC

MEMPHIS, TN

901.523.0045

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of sugar from our suppliers in the northern US to Memphis.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- CN's industry proven concern for customer satisfaction and drive to be the industry leader.

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

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

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

Sincerely,



David Moore, V.P. of Operations
Sugar Services, LLC

cc: Parties of Record



April 27, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 East Street, South West
Washington, DC 20423-0001

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

Dear Ms. Brown:

I am writing to you in support of the recommendation of the Canadian National Rail Company and acquisition of the Kansas City Southern Railway Company for merger to provide a multimodal transportation network for the Great Lakes docks and vessels.

I am president of Superior Computer Products, SCP, was founded in 1986 from Hansen's Computer Services, Inc., a result of rapid evolution of the PC industry from mini and mainframe computer environments. SCP has a partnership for many years with Canadian National Railway, CN, and they are a vital transportation supply chain provider.

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

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

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

For example:

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

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

Sincerely,

A handwritten signature in cursive script that reads "Robert M. Hansen".

Robert M Hansen

President



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

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

Dear Ms. Brown:

Superior Silica Sands has been a customer of the CN railroad since October of 2012 up in Poskin, WI. During that time we have been able to produce and ship more than two million tons of frac sand all across the United States and portions of Canada. Since 2012 the relationship between Superior Silica Sands and CN has been outstanding. The communication, timely service, and competitive freight rates have allowed for our company to be one of the top sand producers in the industry

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

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

With the potential to reach southern basins with CN from our Poskin, WI based operations will not only help increase our productivity but will also help create more





employment opportunities within the area. Since the southern basin regions have switched over to more direct in-basin sands due to logistical costs mostly due to the added two-line haul freight costs we have seen a decline in the Wisconsin sand demand since early 2018.

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

For example:

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

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

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





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

Sincerely,

Erik Newhouse
Railroad Operations Manager
Superior Silica Sands

cc: Parties of Record





SYNERGY

GRAIN TRADING LTD.

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

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

Dear Ms. Brown:

Synergy Grain Trading Ltd. is a 5 year customer of CN shipping products from Ontario, Canada to various other Canadian and United States destinations.

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

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

Synergy Grain Trading Ltd. is served by CN and additional market access with the KCS would allow us to more efficiently ship product to a long time customer in Texas that rail is the only option to efficiently provide product from Ontario.

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

For example:

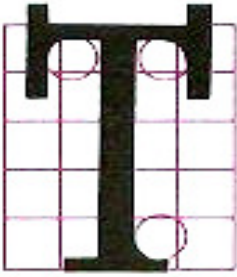
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Soybeans from Ontario to Texas.
- CN's significant experience providing seamless intermodal service throughout their network and across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

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

Sincerely,

Ken Whitelaw
Managing Director

cc: Parties of Record



TAVES MANAGEMENT INC.
3923 – 44 AVENUE • CAMROSE, AB T4V 3T2

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

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

Dear Ms. Brown:

Taves Management Inc. is an ongoing supporter of CN and has been a customer for approximately 10 years. Our relationship with the CN has been very good and look forward to a the CN growing their business to markets in the deep south that will support our growth plans

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

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

We look forward to having access to the southern markets for our grain and hydrocarbon products that we are involved in that can support our growth and continue to create good paying jobs for our people in north America.

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

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

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

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

Sincerely,



Norm Taves
President

cc: Parties of Record

L'Isle-Verte, May 3rd, 2021

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

From: Dr. Nathaly April
President Groupe April

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

Dear Ms. Brown:

The April Group (Verco International, April Super Flo and Teklub Canada) is a lubricant manufacturer and distributor located in L'Isle-Verte, Quebec. Our relationship with CN started in 2000, when we were bringing raw material in a public siding located in Trois-Pistoles. In 2002, we build our own siding in L'Isle-Verte in order to extend our supply capability from Canada to the USA, where most of our raw material is manufactured, or stored. Since then, our business has grown tremendously and most of our raw material is railed in. Texas being a major port of entry or storage for our material, this new acquisition is bringing not only the ability to be more efficient and competitive bringing material in, but also helps us to export into Mexico which at this point has been more than difficult. We are thrilled by this acquisition and the possibility it will offer us to continue our growth into these markets.

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

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

The April Group is looking to a fluent rail service in our region and abroad. We are hoping this acquisition will help us, by being consistent and competitive, win in a distant market that has been hard to reach.

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of packaged lubricants from our plant in l'Isle-Verte to different Mexicant Cities.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Rapidity and ease of making different transactions will enhance our capacity to grow in this develipping market and would allow CN to become partner in this growth.

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

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

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

Sincerely,

Nathaly April
President

A handwritten signature in blue ink, appearing to read 'N. April'.

cc: All Parties of Record



The Straw Boss
PREMIUM STRAW PROCESSORS
www.thestrawboss.ca

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

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

Dear Ms. Brown:

The Straw Boss has been an intermodal shipper of premium straw products on CN's Canadian rail network for over 3 years. Our company processes straw into premium animal bedding, animal feed and composting products into the markets that we serve.

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

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets that we have identified as future targets for our products in the USA.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- CN knows how to grow intermodal and convert volume from road to rail, which would benefit our requirements for seamless service.

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

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

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

Sincerely,

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

Mike Hendriksen
Managing Partner
The Straw Boss
324018 Mount Elgin Road,
Mount Elgin, ON N0J 1N0

cc: Parties of Record



Custom Storage & Transfer Facilities
3923 -44 Avenue, Camrose, AB T4V3T2
Phone: 780-672-9721
Fax: 780-672-3933

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

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

Dear Ms. Brown:

Transand Inc. is an active customer with CN for approximately 10 years and has enjoyed a great relationship with their people and looks forward to a long stable relationship as CN has been a dependable carrier for us in all of our rail needs. Throughout North America.

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

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

Transand has utilized the CN for all their rail transportation needs for our Frac Sand products that come from the Wisconsin area to Northern BC and has been effective with deliveries and stability which is vital to our business in Canada. Our business continues to grow and CN will be a part of that growth.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option

for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

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

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

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

Sincerely,



Norm Taves
President

cc: Parties of Record

May 5, 2021

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

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

Dear Ms. Brown:

TrinityRail and TrinityRail de Mexico (together "Trinity") are key suppliers to Canadian National of freight railcars and railcar services. The relationship between Trinity and CN has not only been beneficial for both companies economically but also for the numerous employees of Trinity in the United States, Mexico and Canada.

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

As a major freight railcar and service supplier to the railway industry in the United States, Mexico and Canada, Trinity believes the transaction of a CN-KCS merger will be of strategic benefit to all three nations and greatly enhance the growth of trade between Mexico, USA and Canada.

We are also supportive of the positive impact we believe this merger will have on environmental sustainability. We believe the transaction of a CN-KCS merger will help convert truck freight to rail, which offers a more economically sound, fuel-efficient and sustainability-oriented mode of land-based transportation for shippers.

CN's successful track record of acquisitions for more than 25 years also provides us confidence that CN will be able to effectively and seamlessly integrate and partner with KCS.

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

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

Sincerely,



Gregg Mitchell
EVP and Chief Commercial Officer





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

Cc: Parties of Record

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

Dear Ms. Brown:

UFP Industries is a multibillion-dollar holding company with subsidiaries around the globe that serve three markets: retail, industrial, and construction.

UFP Industries supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. These efficiencies provide a real opportunity for better value and reduced costs as we partner with the CN for future growth potential on the North-South lanes.

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

We currently use all modes of transportation, including but not limited to, all Class 1 and short line railroads. We are direct served by CN at two of our Northern plants, several transload facilities, and many origin mills are CN and or KCS served; from which we purchase material.

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

For example:

- Combining CN and KCS under a single railroad will enable more efficient rail traffic from Canadian supply areas to the Texas and Kansas City markets, and from US South supply areas to our Midwest facilities.
- Provide UFP access to the largest fleet of center beam railcars in North America, more than 10,000 cars.
- CN is committed to work with other class 1s to keep existing gateways open for our supply originating from non-CN regions.
- CN has a track record of investing ahead of industry average to increase capacity and improve safety. We anticipate that CN will invest in the Kansas City Speedway and the Greenway to Texas.
- On average, CN saves 24 to 40 hours transiting around congested Chicago on the EJ&E, while other carriers must transit through the core of the city.
- CN has the best environmental record in the rail industry; CN consumes approximately 15% less locomotive fuel per gross ton mile than the industry average, resulting in a reduction of GHG emissions.

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

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

UFP Industries supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink that reads "William Schwartz". The signature is written in a cursive, flowing style with a large, decorative flourish at the end of the name.

William Schwartz
XVP UFP Transportation, Inc.



*Weldon Mac Donald Backhoe
& Trucking Paving Contractors Ltd.*



16 Union Street, P.O. Box 453, North Sydney, NS B2A 3M5
Ph: 902.794.2607 Fax: 902.794.8892

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

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

Dear Ms. Brown:

W. MacDonald Backhoe & Trucking Co.Ltd. has been doing business with CN since the nineties such as shunting and storage of tractor trailer units (container chassis). Our business relationship with CN has always been that of a pleasant experience.

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

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

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

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

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

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

Sincerely,

Bob MacDonald (owner)



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

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

Dear Ms. Brown:

Walters Group has more than 65 years' experience in designing, fabricating and constructing steel for commercial and industrial projects throughout North America. We currently move freight cross border between Canada, the U.S. and Mexico for our various projects.

We are regular customer of CN in Canada for the shipping of intermodal containers. Our relationship with CN is long standing and we see CN as a partner for growth. Being able to ship intermodal has allowed us to reduce our freight costs while minimizing our carbon footprint.

Walters Group supports the acquisition of Kansas City Southern (KCS) by CN due to the superior benefits a CN-KCS railway would bring. They will be able to offer faster, safer, cleaner and more direct service along North-South trade routes as we continue to expand our marketplace in the United States and into Mexico utilizing dimensional loads.

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

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



The key benefits of this acquisition include:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, streamlining our shipments across North America
- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway, providing new market reach and expanding market options for both sourcing of inbound and outbound opportunities.
- Customers of both companies would benefit from faster, safer, more direct and more efficient service for North-South trade.
- Seamless operation equals speed – for service, customer service, billing, customs, notifications, planning, and logistics
- CN consumes approximately 15% less locomotive fuel per gross ton mile than the industry average which helps us reduce greenhouse gas emissions by leveraging rail for the long haul and trucking over shorter distances

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

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

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

Sincerely,

Chris VanHouten
Director of Virtual Design & Production

cc: Peter Kranendonk, Chief Executive Officer, Walters Group
Tim Verhey, Executive Vice President, Engineering & Operations, Walters Group



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

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

Dear Ms. Brown:

Waste Connections of Canada has enjoyed a 20-plus year relationship with Canadian National Railways and its various subsidiaries (Transx), receiving reliable and consistent cross-border service in delivering our materials to American markets.

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

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

Waste Connections of Canada currently employs CN (Transx) for multiple shipments per week from our Winnipeg based plant to the United States. We believe that a combination of CN and KCS would provide a comprehensive network of assets to transport materials efficiently and cost effectively, which ultimately allows us to continue and expand the positive impact we wish to have on our environment.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option

for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

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

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

Sincerely,



Barry Blue
District Manager
Waste Connections of Canada
Prairie Green IWMF
204-694-7615

cc: Parties of Record



XPT Grain Inc.

#201 2631-28th Avenue Regina, Saskatchewan S4S 6X3 Tel: 306-525- 0205 Fax: 306-525-0208

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

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

Dear Ms. Brown:

XPT Grain Inc. is a Canadian Exporting Company and a customer of CN Rail that exports Agricultural commodities from Western Canada and USA to Asian ports. We are very pleased and satisfied with CN's rail car service, and their superior intermodal service over the last 8 years.

XPT Grain Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade. We believe that a combination of CN and KCS would help us to support and expand our reach. CN's significant experience providing seamless intermodal service to XPT Grain from Alberta and Saskatchewan to West coast and throughout their network and across borders.

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

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

XPT Grain's transportation needs will require rail use and other intermodal options from CN/KCS. This is very important logistic opportunity for Agricultural products between 3 countries. The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for XPT Grain and provide shorter distances on many key routes. We are excited about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service and enhance our ability to be competitive in the markets in which we operate, benefiting the shipments of Pulses and Oil Seeds from Western Canada and USA to Asian ports. XPT Grain strongly supports CN's proposed acquisition of KCS and we hope to see the premier 21st century railway come to life.

Regards,

Christos Lygouriatis

Vice President

XPT Grain Inc. #201, 2631 – 28th Avenue Regina | Saskatchewan | Canada | S4S 6X3



Head Office
T 778.331.1191
#1001 - 4445 Lougheed Hwy
Burnaby, BC, Canada V5C 0E4

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

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

Dear Ms. Brown,

Xylan Logistics Ltd is the internal transportation division of August Corporate Partners. We own several mills and production plants within the USA under our August CP umbrella. Throughout our entire organization's 38 years in business, we have had a direct relationship with CN Rail. When our Welco division was a co-owner of Conifex Timber, our mills were direct CN-served in Northern BC Canada.

Xylan supports CN's acquisition of the KCS because the CN-KCS railway would directly benefit our organization as we are currently struggling with a clean and efficient direct service route for North-South Trade.

We believe that a combination of CN and KCS would help us to win in our market as we are currently not shipping into the Canadian market due to truck costs. Our current rail situation moves us through too many short-lines or forces us to truck to further destinations, thereby nullifying the costs savings that we would have seen on a direct rail routing. This prices our commodity out of the marketplace so we have been passing over even quoting on the available projects submitted to us.

We are hopeful that the combined company of CN and KCS would create a seamless end-to-end single owner/operator, which would translate into a faster and more economical rail option for us.

We sincerely hope that the acquisition by CN of the KCS line will come to fruition.

Sincerely,

A handwritten signature in blue ink that reads 'Michelle Thomas'.

Michelle Thomas
Director of Operations





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

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

Dear Ms. Brown:

Accuristix is a customer of CN/TransX

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

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

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

Sincerely,

Shawn Stead

**Shawn Stead
Sr. Manager, Transportation**

cc: Parties of Record



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

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

Dear Ms. Brown:

All Royal Tire Inc. is a loyal customer with CN over 3 years, offering us safe and efficient service.

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

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

In the world of trade, we need intermodal transportation.

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

For example:

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



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

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

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

Sincerely,

A handwritten signature in black ink, appearing to read "Macy Zhang", is positioned below the word "Sincerely,".

Macy Zhang
Director

cc: Parties of Record



169A South Service Road,
Grimsby, ON L3M 4H6
Tel: 905 - 769 - 1317
Fax: 905 - 309 - 6500

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

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

Dear Ms. Brown:

Allied Track Services is an industry leader in diversified rail services including on-line rail and tie pick-up, disposal programs, specializing in both asset disposal and equipment leasing/repair as well as perform high production tie and rail programs across Canada. Most recently, Allies Track Services has acquired Bottom Line Company based in Texas and Missouri, working with Class 1's, short-line and industrial customers throughout the central and southern US. We have worked with CN and its customers for many years and are partners in ensuring safe rail operating conditions and offering supplemental rail services to our mutual customers.

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

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

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

Sincerely,

Harlee Barfknecht-Zuber

Harlee Barfknecht-Zuber
Business Development, Industrial Track

cc: Parties of Record

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

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

Dear Ms. Brown:

As a brief overview regarding our relationship with Canadian National Railway (CN) kindly review the following:

For the past ten (10) plus years American Refining Group (ARG) has supplied the CN with their zinc free diesel engine lubricating oil requirements into their USA owned affiliate railroads. More recently ARG has commenced supplying a portion of their Canadian railroad using locations with their zinc free diesel engine lubricating oil requirements totaling approximately 2 million gallons of product to CN annually.

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

As a major supplier into the railroad industry ARG supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

ARG supports CN's proposed acquisition of KCS. In the meantime should you have any questions or require additional information please do not hesitate to contact us.

Sincerely,



Jon Giberson, President & COO

cc: Parties of Record

AP International Inc.

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

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

Dear Ms. Brown:

AP International is a very satisfied partner-client of the Canadian National. We have been collaborating with the CN since 2006.

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

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

AP International is proud of our 15 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Francis Martel
International services manager

Francis Martel

cc: Parties of Record



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

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

Dear Ms. Brown:

Arbec Bois d'Oeuvres Inc. have a business relationship with CN for many years. We are a large compagnie well-established in the lumber industries in Quebec Canada. 60% of the production is destined to the USA market and 5% to 10% is delivered through the KCS and KCSM.

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

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

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

Sincerely,

A handwritten signature in black ink, appearing to read "Stephane Landry".

Stephane Landry

Directeur Transport & Distribution | Director Transport & Distribution

cc: Parties of Record

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

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

Dear Ms. Brown:

Arrowhead Intermodal Services, LLC has operated as a vendor providing repair and maintenance services for Refrigerated containers within CN's terminals for over 20 plus years. Arrowhead appreciates the collaboration with CN which has allowed us to provide these services both to our mutual customers and to CN directly.

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

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

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



Sincerely,

A handwritten signature in black ink, appearing to read 'Josh Cooley', written in a cursive style.

Joshua Cooley
President & CEO

cc: Parties of Record





Atlantic Container Line

50 Cardinal Drive • Westfield, New Jersey 07090 • Tel.: 908-518-5300

Writer's Direct Number:

Phone: (908) 518-5710

Fax: (908) 518-7326

E-mail: BMcBride@ACLCargo.com

May 3, 2021

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

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

Dear Ms. Brown:

Atlantic Container Line has been a customer of CN's for over 50 years. Our long-standing partnership via the port of Halifax serving all major inland points in North America has been one of the cornerstones of our business. CN is totally committed to their service product and we have been completely satisfied with them.

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

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

Atlantic Container Line is proud of our 50+ year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—

Atlantic Container Line

as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Brian McBride

Brian McBride
Vice President Logistics

cc: Gareth Hou, CN

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

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

Dear Ms. Brown:

Atlas Oil Company is a fuel/renewables supplier to CN since 2010.

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

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

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

Atlas Oil Company is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21st century railway come to life.

Sincerely,



Clint Werth
Vice President of Supply and Logistics

cc: Parties of Record





Big Sky Rail Corp. Box 3192 Stn Main
Regina, SK S4P 3G7

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

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

Dear Ms. Brown:

Big Sky Rail Corp is a shortline railway located in Saskatchewan Canada. CN Rail is our class 1 carrier, and we interchange with them in Saskatoon Saskatchewan. Our business is primarily comprised of bulk haulage of Agricultural and Energy products, (Grain, Fertilizer, Oil, Frac Sand, and various Storage car volumes of the same.), totaling just over 15,000 cars annually. These volumes currently ship to ports on the East and West coasts of Canada, as well as a variety of US domestic locations. We have worked closely with CN since 2009 and they have been an incredible partner to work with. CN's customer / client focus and consistent, safe and reliable rail service, has given us the ability to grow and expand our business with confidence, knowing that the CN Supply Chain is strong.

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

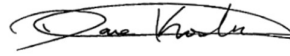
To ensure fair and transparent review of CN's voting trust, Big Sky Rail Corp also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level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

Big Sky Rail Corp is proud of our 12 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kent Affleck', with a large, sweeping flourish extending to the right.

Kent Affleck
Big Sky Rail Corp
Division Head; Mobil Group of Companies

A handwritten signature in black ink, appearing to read 'Dane Kostenuk', with a large, sweeping flourish extending to the right.

Dane Kostenuk
Big Sky Rail Corp General Manager

cc: MobilGrain



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

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

Dear Ms. Brown:

Bluewater Regional Networks Inc. (BRNi) is a proud partner to Canadian National Railway Company. CN granted BRNi facility access in 2020, allowing us to bring diverse fibre backhaul options to an underserved and landlocked Lambton County located in southwestern Ontario, Canada. Since then, BRNi has also been supplying CN with mission critical optical wavelength transport services. BRNi delivers interconnects between major rail hubs in Canada and the US on diverse routes from that of CN's primary network to provide the highest reliability for failover redundancy.

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

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

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

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

Sincerely,

A handwritten signature in blue ink, appearing to read "Chris Gould", is positioned below the word "Sincerely,".

Chris Gould, COO
Bluewater Regional Networks Inc.

cc: Parties of Record

LES BOIS D'OEUVRE
**BEAUDOIN
GAUTHIER** INC.

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

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

Dear Ms. Brown:

BG LUMBER INC is a lumber wholesaler and producer since 30 years, we have an outstanding service with the CN with may of their yard and siding.

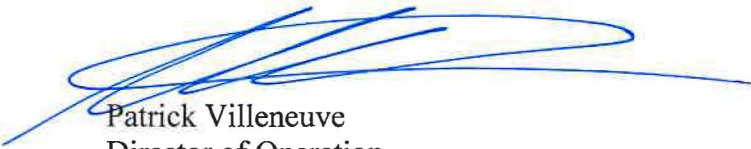
BG LUMBER INC unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory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

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

BG LUMBER INC is proud of our 12 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

LES BOIS D'OEUVRE
**BEAUDOIN
GAUTHIER** INC.

Sincerely,



Patrick Villeneuve
Director of Operation
BG LUMBER INC.

cc: Parties of Record



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

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

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

Dear Ms. Brown:

Buckeye Mountain is a technical service provider to the railroad industry in North America.

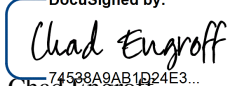
Buckeye Mountain supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

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

Sincerely,

DocuSigned by:

74538A9AB1D24E3...
Chad Engroff
Regional Sales Director



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

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

Dear Ms. Brown:

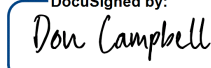
Bulk Plus Logistics is a proud partner of Canadian National Railway Company who provides 3rd Party Transloading Services within several of CNR's Canadian based CargoFlo branded facilities located in Hay River, NT, Ashcroft, BC, Bienfait, SK and Winnipeg, MB. Our strong business relationship spans over 25 years and we take great pride in working collectively and collaboratively with Canadian National Railway to provide 'Best-In-Class' rail and transload services to our valued Shippers and Consignees.

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

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

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

Sincerely,

DocuSigned by:

0EFD2D2FB52D468...
Don Campbell
Vice President

cc: Parties of Record



Canad Inns Corporate Office
Canad Centre – 3rd Floor
930 Jefferson Avenue
Winnipeg, Manitoba R2P 1W1

T 204-697-1495
F 204-694-9427

www.canadinns.com

May 7, 2021

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

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

Dear Ms. Brown:

Canad Inns has been providing accommodation services, meeting facilities and meal services to CN for many years and in certain areas for decades, for their management, crews and trainees.

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

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

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





Canad Inns Corporate Office
Canad Centre – 3rd Floor
930 Jefferson Avenue
Winnipeg, Manitoba R2P 1W1

T 204-697-1495
F 204-694-9427

www.canadinns.com

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

Sincerely,

CANAD INNS

Per: Dan Lussier
Title: Chief Executive Officer





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

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

Dear Ms. Brown:

Canepta Enterprises LTD is shipping coal, coke and ferroalloys with the CN for several years. Our relationship with the CN and its representatives has been excellent and has helped the growth of Canepta Enterprises LTD. We intend to continue using the services of the CN for several more years.

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

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

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

Sincerely,
Patrick Sacco
Patrick Sacco
General Manager

cc: Parties of Record



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

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

Dear Ms. Brown:

Canworld Foods Group Ltd. is a current client of CN. We are now using their services to ship fresh & frozen pork products from Canada to the Far East (Japan, Korea and China). We have used their freight services for over a decade, and have been very satisfied with their service and customer relations.

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

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

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

Sincerely,

Michael Costa
Canworld Foods Group Ltd.

cc: Parties of Record



CARNIVAL
INTERNATIONAL TRADING LTD.

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

Tel: 604-325-8853

Fax: 604-325-8854

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

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

Dear Ms. Brown:

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

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

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

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

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

For example:

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

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

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

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

Sincerely,

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

Garth Liu
Manager

cc: Parties of Record



May 5, 2021

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

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

Dear Ms. Brown:

Ceres Terminals Holdings (CTH) is one of two owners of New Orleans Terminals, a container port terminal operator. We work closely with the CN to expedite the import and export of international containers through the Port of New Orleans. Through the many years of working with the CN, we are proud of what has been accomplished and have developed a strong working relationship built on operational capabilities.

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

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



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

Sincerely,

A handwritten signature in black ink, appearing to read "Craig Mygatt".

Craig Mygatt
CEO
Ceres Terminals Holdings

cc: Parties of Record



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

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

Dear Ms. Brown:

CloudOps Inc. has been a service provider to CN for over 9 years and has been delivering cloud and DevOps services as well as advisory and best practices consulting.

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

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

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

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

Sincerely,

Marc Paré
Chief Commercial Officer

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

cc: Parties of Record

Signature Certificate

Document Ref.: 4ZNTG-J3JVK-Y5UJI-7VT7R

Document signed by:

| | | |
|---|---|--|
|  | <p>Marc Pare Verified E-mail: mpare@cloudops.com</p> <p>IP: 104.163.187.32 Date: 10 May 2021 15:28:48 UTC</p> |   |
|---|---|--|

Document completed by all parties on:
10 May 2021 15:28:48 UTC

Page 1 of 1



Signed with PandaDoc.com

PandaDoc is the document platform that boosts your company's revenue by accelerating the way it transacts.





COMMUNICATIONS
TRANSCRIPT

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

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

Dear Ms. Brown:

Communications Transcript is CN's trusted provider of language services for more than 25 years.

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

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

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

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

Sincerely,

Charles Lesperance, CEO

cc: Parties of Record

1525, rue Sherbrooke Ouest
Montréal (Québec) H3G 1L7
Téléphone : 514 874.9134 Sans frais : 1 888 974.9134



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

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

Dear Ms. Brown:

Computer Connection of CNY, Inc (CCNYTech) has been a supplier of IT hardware and support services to CN railway since 2009.

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

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

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

Computer Connection of CNY, Inc (CCNYTech) is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21st century railway come to life.

Sincerely,
Tricia Shauger
COO Computer Connection of CNY, Inc (CCNYTech)

A handwritten signature in blue ink that reads "Tricia C. Shauger". The signature is written in a cursive style and is set against a solid black rectangular background.



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

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

Dear Ms. Brown:

Contour Logistics is customer of CN. They provide an excellent, reliable, service moving freight for us at Contour. With their attention to specific requirements and their care for the success of each shipment, we use CN with great trust and pride in our daily operations.

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

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

Contour Logistics is proud of our 3 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

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

John O'Neil
President

cc: Parties of Record



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

May 6, 2021

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

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

Dear Ms. Brown:

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

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

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

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



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

Sincerely,

A handwritten signature in black ink, appearing to read "HE Qin".

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



DeerGarden Resources Ltd., Suite 510, 634-6th Ave SW Calgary T2P 0S4
Tel: 1 403 264 1400 Fax: 1 403 264 1477 Website: www.dg-resources.com

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

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

Dear Ms. Brown:

DeerGarden Resources Ltd. has been cooperating with CN Rail and CNWW since early 2017 for rail/ocean transportation of non-hazardous cargos mostly in Canada and occasionally in the States. We ship crude bitumen and other bulk liquids such as canola oil, orange juice and vinegar through sea containers and potentially railcars south to GOM where KCS rail dominated.

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

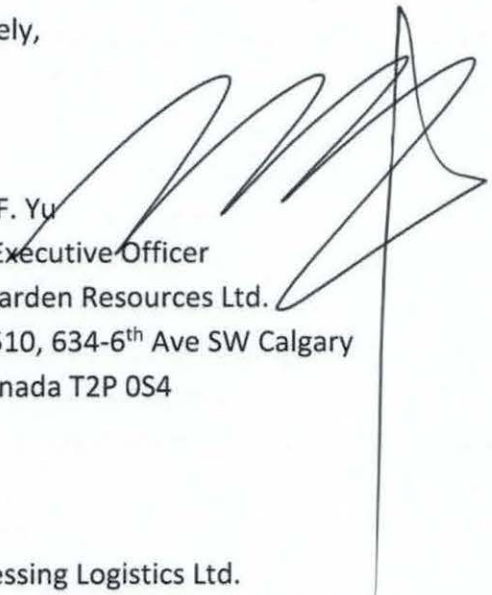
DeerGarden Resources Ltd. unequivocally supports the approvals of CN's voting trust. We believe CN's proposed voting trust benefits both KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from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

To ensure fair and transparent review of CN's Voting trust, DeerGarden Resources Ltd. also support CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and the review includes a brief public comment period as such a review would ensure a level playing field for the fair bids.

Deergarden is proud of our five-year relationship with CN and do appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust – as well as their request that the STB review their voting trust concurrently with its review of the CP's trust with a period for public comment – demonstrates clearly the customer – focused approach to business that CN has demonstrated since the inception of our relationship. We believe that a combination of CN and KCS would help us to market southward to the States. As known in the past five-year's cooperation with CN Rail & CNWW, the CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

DeerGarden Resources Ltd. is looking forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,



Frank F. Yu
Chief Executive Officer
DeerGarden Resources Ltd.
Suite 510, 634-6th Ave SW Calgary
AB, Canada T2P 0S4

CC: Blessing Logistics Ltd.

CC: DG-Martin Oilfield Inc.



Detroit Bulk Storage, Inc.

Post Office Box 600
Marine City, Michigan 48039

Phone: 313.841.7470
Fax: 313.841.7471

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

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

Dear Ms. Brown:

Detroit Bulk is an aggregate supply chain provider to the US infrastructure. Detroit Bulk's relationship with CN is strong and we have integrated them into our transportation planning and multimodal services within the Upper Midwest. Over the many years of our relationship Detroit Bulk has relied on CN for superior service which exceeds our expectations. CN's service commitment is a standard that we compare others to. Their focus on understanding our business and transportation requirements is why we are a success with our supply chain requirements.

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

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

Detroit Bulk is proud of our 12-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—



Detroit Bulk Storage, Inc.

Post Office Box 600
Marine City, Michigan 48039

Phone: 313.841.7470
Fax: 313.841.7471

demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in blue ink, appearing to read "Noel Frye", is written over a light blue circular stamp or watermark.

Noel Frye

President



250-4299 Canada Way
Burnaby, BC, Canada
V5G 1H3

T 604-597-5060
F 604-597-4933

900-970 Lawrence Ave W.
Toronto, ON, Canada
M6A 3B6

T416-519-1766
F 416-782-1935

May 6, 2021

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

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

Dear Ms. Brown:

DG Global Inc is one of Canada's largest containerized exporters of grain, pulses, and oilseeds with origination points throughout Canada and the United States. In Canada, virtually 95% of our container traffic is handled with CN Rail and they have been instrumental in helping us grow our business year over year. In 2020, DG Global has made a major inroad into sourcing grain in the state of Kansas and Missouri.

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

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

DG Global Inc is proud of our 16-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—clearly demonstrates the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Mike Allaire
Director-Western Canada

cc: Parties of Record



Integral Trade



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

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

Dear Ms. Brown:

DICEX INTERNATIONAL INC., subsidiary of the DICEX GROUP, is a close provider of Customs Services for the Canadian National Railway and the Kansas City Southern Railway.

DICEX INTERNATIONAL INC. is specialized in the transborder operations from and into Mexico from U.S.A. and Canada like direct exportations/importations (southbound), T3 bonds, temporary importations of double stack containers and chassis..... This service has been provided for 6 years at least showing a steady grow of this commerce interchange allowing a more competitive environment for the region.

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

To ensure fair and transparent review of CN's voting trust, DICEX INTERNATIONAL INC. also supports CN's request that the STB review CN's voting trust agreement



EC



Integral Trade



simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

DICEX INTERNATIONAL INC. is proud of our 6 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in blue ink, appearing to read "Eduardo Cantú".

DICEX INTERNATIONAL INC.
Eduardo Cantú
CEO
12110 Sara Road,
Killam Industrial Park , 78045
T. (956) 764 2900

cc: Eduardo Cantu (CEO DICEX GROUP)

Trade Made Easy



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

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

Dear Ms. Brown:

DICEX LOGISTICA S.A. de C.V. subsidiary of the DICEX GROUP, is a close provider of
Customs Services for the Canadian National Railway and the Kansas City Southern
Railway.

DICEX LOGISTICA S.A. C.V. is specialized in warehousing and distribution in Mexico
and USA and Canada. Being in a close relationship by our customs broker entities
with the CN and KCS has helped us to provide new solution scenarios to our
customers in Mexico using the intermodal services. In the past the main issues with
the services was the lack of empty containers for northbound shipments but we know
that the CN has been increasing the capacity of empty containers in order to fulfill the
current needs. Right now there are customers struggling with empty capacity to
export products via OTR and even paying round trips in order to guarantee enough
empty equipment.

We foresee a tremendous opportunity on the northbound shipments from Mexico to
USA and Canada and we know that having an innovative and reliable solution as it is
the intermodal the future growth of the business is granted.

Trade Made Easy



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

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

DICEX LOGISTICA, S.A. de C.V. is proud of our 6 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

DICEX LOGISTICA S.A. de C.V.
Alejandro Cortinas
Director
Belisario Domiguez 2376
Monterrey N.L. Mexico
64060
T. +52 (81) 5000 8900

ccp: Eduardo Cantu (CEO DICEX GROUP)





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

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

Dear Ms. Brown:

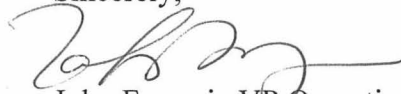
Directright is a customer of CN shipping across Canada for our valued customers.

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

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

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

Sincerely,


John Farrugia VP Operations

cc: Parties of Record



Divine & David inc.
13518 141A Avenue. Edmonton.T6V 1W5.
Website: divineanddavid.com
Email: info@divineanddavid.com

May 5, 2021.

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

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

Dear Ms. Brown:

Divine & David Inc, as a General Contracting company has been using Canadian National Railway (CN) over the years to meet our shipping / freight needs of construction materials such as railway granite/ ballast aggregate material in Canada.

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

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

Divine & David Inc is proud of our 3 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period

for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

cc: Parties of Record



Sincerely,
Rotimi Adekanmbi
General Manager,
Divine & David Inc.
Tel: 780 975 7861
Email: rotimi.adekanmbi@divineanddavid.com



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

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

Dear Ms. Brown:

Etimine USA has a strong relationship with Canadian Railway Company ["CN"] which it utilizes to facilitate the transportation, from the U.S. to Canada, of boron minerals that are essential to various industries. We have found our relationship with CN to be very helpful to the sustainability and profitability of our operations.

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

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

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

Sincerely,

A handwritten signature in blue ink, appearing to read "Haluk Gani", with a horizontal line extending to the right.

Haluk Gani
President and CEO, Etimine USA Inc.

cc: Parties of Record

FOREMOST
International, Ltd.

5970 Chedworth Way, Unit B
Mississauga, Ontario, Canada L5R 4G5
P 905.507.2005 T 888.256.7551
F 905.507.2006

www.foremostgroups.com

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

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

Dear Ms. Brown:

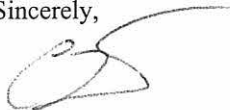
Foremost International Ltd. is a customer of CNWW. CN is our freight forwarder and has been handling our containers from China for the last 9 years.

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

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

Foremost is proud of our 9 years relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,



Cuc Quach
SVP Finance & Admin.



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

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

Dear Ms. Brown:

Gestion Énergie Québec is a propane wholesaler who has been doing business with CN for over 16 years across North America.

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

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

Gestion Énergie Québec is proud of our 16 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Patrice Breton
General Manager

cc: Parties of Record



May 9, 2021

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

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

Dear Ms. Brown:

Hallcon Corporation has been a transportation services provider to CN for over 20 years in the US and 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 CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring, including faster, safer, cleaner and more direct service for North-South trade.

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

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

Sincerely,

A handwritten signature in black ink, appearing to read "John R. Stoiber".

John R. Stoiber
President & CEO

cc: Parties of Record

Heritage Marine



P.O. Box 21
Knife River, MN 55609
(218) 590-0682

E-mail: heritagemarine@frontiernet.net
Mike Ojard ~ Owner

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

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

Dear Ms. Brown:

Heritage Marine provides tug and towing services on the Great Lakes. Heritage Marine has a partnership that goes back many years with CN, and they are a vital multimodal transportation supply chain provider. Heritage Marine has a partnership that goes back many years with CN, and they are a vital multimodal transportation supply chain provider.

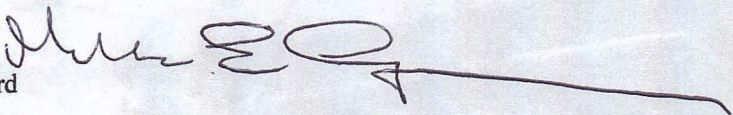
Heritage Marine's relationship with CN is strong and we are integrated with them as a viable business partner benefitting both of our companies as well as CN's customers. CN's service commitment is a standard that the industry should be compared to. Their focus on understanding our business and transportation requirements is why we are a success with our supply chain requirements.

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

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

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

Sincerely,


Michael Ojard
President

May 5, 2021

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

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

Dear Ms. Brown,

The Herzog Companies provide maintenance of way / material handling services for all the Class 1 railroads utilizing our technologically advanced specialized equipment fleet.

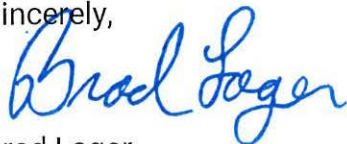
Herzog believes that a strategic acquisition of KCS has the potential of delivering superior benefits to North-South trade through faster, safer, cleaner and more direct services.

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

In order to ensure a level playing field for both bids, Herzog believes that the STB should review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period.

Herzog is confident in and strongly supports the proposed acquisition of KCS and we look forward to seeing the premier 21st century railway come to life.

Sincerely,



Brad Lager
President & CEO



101 S. King Street • Gloucester City, NJ 08030
Tel: (856) 742-3000
Fax: (856) 742-3291
www.holtlogistics.com

May 7, 2021

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

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

Dear Ms. Brown:

Holt Logistics Corp. provides logistics, technology and administrative services for client companies involved in the supply chain industry. CN is a strategic partner, providing a cold chain solution allowing refrigerated cargos moving through the Port of Philadelphia from all over the world to distribute throughout Canada.

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

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

Holt Logistics Corp., for itself and on behalf of its client companies, is proud of our five (5) year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in black ink, appearing to read "E. Holt", written over a light blue horizontal line.

Eric T. Holt
Chief Commercial Officer

cc: Parties of Record

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

10th May 2021

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

Dear Ms. Brown

Further to our letter of support dated 25th April 2021, Hutchison Ports unequivocally supports approval of CN's voting trust.

We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers from CN and CP.

Yours sincerely



Clemence Cheng

Executive Director

Hutchison Port Holdings



IAT INTERNATIONAL, INC

555 E. MAIN ST, SUITE 1101
NORFOLK, VIRGINIA 23510 USA
<http://www.IATint.com>

TEL: (757) 622-7239
FAX: (757) 622-0893
IAT@IATint.com

May 10, 2021

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

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

Dear Ms. Brown:

IAT International Inc. (IAT) is a steel rail supplier to Canadian National (CN) for over 20 years. Over that time, we have worked as a partner with CN and can attest that the company is driven to provide superior service with safety as its number one priority.

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

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

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

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

Best regards,



Avraham Ashkenazi
President, IAT International Inc.

INTERMOBIL

Intermobil Box 3192 Stn Main
Regina, SK S4P 3G7

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

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

Dear Ms. Brown:

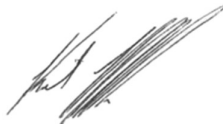
Intermobil is a privately operated intermodal and container-handling terminal, located in Regina, Saskatchewan. We provide Southern Saskatchewan access to markets worldwide, through out single service provider CN. CN's access to a wide variety of Steamship lines has opened many new opportunities, not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

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

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

Intermobil is proud of our 5 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,



Kent Affleck
Division Head; Mobil Group of Companies



Jon Stricker
Intermobil Terminal Manager

cc: MobilGrain



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

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

Dear Ms. Brown:

Iron Road Software & Simulation Inc is a software and consulting services provider for CN for 10 years.

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

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

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

Iron Road Software & Simulation Inc is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21st century railway come to life.

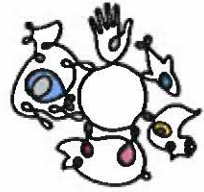
Sincerely,

Nikola Rank

Nikola Rank
President

cc: Parties of Record

Jefo Nutrition Inc.
5020 Avenue Jefo, C.P. 325
Saint-Hyacinthe, Québec
Canada, J2S 7B6
T 450 799 2000
F 450 778 1338



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

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

Dear Ms. Brown:

Jefo Nutrition Inc is Canadian leader for animal feeds industry. Both our domestic and international supply chain command a large and growing part of rail solutions.

Among our important logistics partners, CN is largely involved and support our development. While the North America continental rail network integration is far from supporting the XXIst century objectives to environmental and cost sustainability in goods transport.

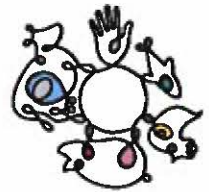
Jefo Nutrition Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

Our USA trade includes large volume supplies by full waggons. They are strategic to continuously serve our production. We see an even larger opportunity into our sales development in USA with an integrated rail network able to deliver USA customers through multimodal solutions.

La vie, en plus facile

Jefo Nutrition Inc.
5020 Avenue Jefo, C.P. 325
Saint-Hyacinthe, Québec
Canada. J2S 7B6
T 450 799 2000
F 450 778 1338



Among our rail transport projects we aim to export by rail to Mexico instead of road, and be able to ship by rail containers via USA Gulf Ports we export to Central and South America.

Carbon footprint is important for us as well. While we have to do our part, we cannot only act alone. Both Canadian federal administrations and companies operating in Canada and USA must remain attentive to the overall coherence of sustainable policies that have to be initiated to match the going green challenges that are committed by our government at domestic and international levels.

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

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

Jefo Nutrition Inc is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life. NOW it's really the time the Canadian contribution to reduce CO2 footprint becomes more visible and more connected to our daily life, strategy, goodwill based on merging existing solutions.

Sincerely,

Mr. Frédéric Houdoyer
Operations Director
Jefo Nutrition Inc .

La vie, en plus facile

JNL Industrial Supply Ltd.

Unit 2, 1008 – 17 Avenue
Nisku, AB, Canada T9E 0G5
Phone: (587)938-1688
Email: peter.ju@jnlsupply.com

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

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

Dear Ms. Brown:

JNL Industrial Supply Ltd has been dealing with CN World Wide for over 4 years. We are very happy and grateful with the shipping services provided.

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

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

We can imagine with CN-KCS railway, we could expand our market to US and Mexico area from Canada with your strong support.

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

transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

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

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

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

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

Sincerely,


Peter Ju
General Manager

cc: Parties of Record

JRB Strategic Consulting

113, Windmill Ave.
Pointe-Claire (Québec) H9R 5B4
514-232-4758

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

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

Dear Ms. Brown:

JRB Strategic Consulting has been providing communications support to CN for 10 years.

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

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

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

JRB Strategic Consulting is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21st century railway come into being soon.

Sincerely,



Russell Buche
Founder and President
JRB Strategic Consulting

cc: Parties of Record



Last Mountain Railway Box 3192 Stn Main
Regina, SK S4P 3G7

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

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

Dear Ms. Brown:

Last Mountain Railway is a shortline railway located in Saskatchewan Canada. CN Rail is our class 1 carrier, and we interchange with them in Davidson Saskatchewan. Our business is primarily comprised of Bulk haulage of Agricultural (Grain, Fertilizer, and various Storage car volumes), totaling over 3,000 cars annually. We work closely with CN Rail since 2009.

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

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

Last Mountain Railway is proud of our 12 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Kent Affleck
Last Mountain Railway
Division Head; Mobil Group of Companies

Dane Kostenuk
Last Mountain Railway General Manager

cc: MobilGrain



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

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

Dear Ms. Brown:

Lee-Potter S.E.N.C is a Canadian limited partnership currently providing Professional Engineering consulting services to the Canadian National Railway Company (CN) in the fields of telecommunications, tower asset management and technical strategy. We have been engaged by CN since May of 2020.

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

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

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

Lee-Potter S.E.N.C. is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21st century railway come to life.

Sincerely,

John C. Lee, P.Eng.,
President, Lee-Potter S.E.N.C.



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

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

Dear Ms. Brown:

Lilee Systems is a key supplier for CN's PTC and communication hardware and software since 2013

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

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

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

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

Sincerely,

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

Yale Lee, VP of Technology

cc: Parties of Record



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

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

Dear Ms. Brown,

LOGIBEL is a storage and transshipment company located in Quebec (4545, Villeneuve Street, Lac-Mégantic (Qc) G6B 2C2, CANADA, and 250, rue Damase-Breton, Saint-Lambert-de-Lauzon (Qc) G0S 2W0, CANADA). We have a long date business relationship with CN as a customer. LOGIBEL uses the CN's services in many ways, such as transportation of raw materiel related to steel, from North Carolina and Texas to our new transshipment center in Saint-Lambert-de-Lauzon, near Quebec City. Soon, we will start to import plastics as raw materiel for our customers, from different US markets.

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

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

LOGIBEL is proud of our 13 years relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

BÉLAND AUDET
LOGIBEL's General Manager

cc: Parties of Record

ESTRIE
4545, rue Villeneuve
Lac-Mégantic (Qc)
G6B 2C2

BEAUCE
250, rue Damase-Breton
Saint-Lambert-de-Lauzon (Qc)
G0S 2W0



May 3, 2021

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

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

Dear Ms. Brown:

Maritime-Ontario Freight Lines Limited is a privately owned Canadian Company. For over 50 years, M-O has been a leader in the transportation industry, moving product across Canada via road & Intermodal solutions, with a reputation for innovation and service excellence. Maritime-Ontario has been proud to partner with CN for over 30 years. We are more than pleased with the level of service and collaboration that our partnership with CN brings to us each day.

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

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

Maritime-Ontario is proud of our over 30 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated

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

Sincerely,



Chris Walker
President



MEDITERRANEAN SHIPPING COMPANY

**Mediterranean Shipping Company (Canada) Inc.
2810 Matheson Boulevard East
Suite 200, Mississauga, Ontario
L4W 4X7, Canada**

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

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

Dear Ms. Brown:

Mediterranean Shipping Company (MSC) is a world leading shipping and Logistics Company with a global network of 524 offices in 155 countries with 100,000 employees. Our fleet of 570 vessels carries 21.5 million twenty-foot equivalent units (TEU) annually into 500 ports of call. MSC transports over 800,000 units (TEU) per year on CN. Rail is an integral part of MSC's supply chain connect goods across North America.

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

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

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

Sincerely,

A handwritten signature in black ink, appearing to read 'CF', followed by a long horizontal line.

Chris Fournier
Chief Operating Officer
MSC MEDITERRANEAN SHIPPING COMPANY (CANADA) INC.

cc: Parties of Record

MEDITERRANEAN SHIPPING COMPANY (CANADA) INC.

2810 Matheson Boulevard East - Suite 200, Mississauga, Ontario, L4W 4X7, Canada www.msc.com



86, rue Sainte-Anne, Suite 200
Sainte-Anne-de-Bellevue, Québec
Canada H9X 1L8
Tel: (514) 457-4321 Fax: (514) 457-4147
www.midatlanticminerals.com

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

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

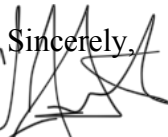
Dear Ms. Brown:

Midatlantic Minerals Inc is working with CN towards switching some of our shipments from truck to rail.

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

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

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

Sincerely,


Dana J Smith
President

cc: Parties of Record



MobilEx Terminal Box 3192 Stn Main
Regina, SK S4P 3G7

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

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

Dear Ms. Brown:

MobilEx Terminal is a bulk ship loading facility, located in Thunder bay, Ontario. We handle all types of Agricultural commodities for export, including potash, lentils, Durum Wheat, Milling Wheat, peas, and Canola. Our facility is a direct hit terminal, outfitted with a loop tract for continues train to vessel loading. CN Rail is our class 1 interchange partner, with which we communicate and coordinate all inbound and outbound unit train traffic. We have owned and operated this terminal since 2013 and appreciate the collaborative approach Cn has taken with us, a customer, which in turn has opened new opportunities for significant increase volumes and 2021 and beyond.

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

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

MobilEx Terminal is proud of our 8 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in black ink, appearing to read "Kent Affleck", written over a light blue horizontal line.

Kent Affleck
Division Head; Mobil Group of Companies

A handwritten signature in black ink, appearing to read "Trevor Pennell", written over a light blue horizontal line.

Trevor Pennell
MobilEx Terminal Manager

cc: MobilGrain



MONTSHIP INC.

D. Brian McDonald
*President and
Chief Executive Officer*

Montship Inc.
Suite 400, West Tower
2700 Matheson Blvd. East
Mississauga, Ontario
L4W 4V9

Tel.: 905.629.5904
bmcdonald@montship.ca

May 4th, 2021

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

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

Dear Ms. Brown:

Montship Inc, established in 1925, is a full service shipping agency with offices across Canada, and in the U.S. (Treatmont Logistics USA). Our focus is on global, and North American supply chains, involving all modes of transport. Our history with CN goes back almost to our inception, and we are proud of the work we have done together to serve our North American and international customers. As a door-to-door service provider we rely heavily on the rail infrastructure to move our customers' goods to market. CN Rail has not only been a top of class rail provider, but just as importantly a safety and environmentally focused operator. These qualities are important to us, and the customers we serve. As our North American footprint grows, especially in the US and Mexican markets, having a reliable railway to connect these 3 countries is of critical importance. Direct rail service connectivity will enhance our current coverage and open new markets.

As such, Montship Inc. (and our subsidiaries) is pleased to endorse CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

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

Montship Inc. is proud of our 95 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Brian McDonald
President and CEO

cc: Parties of Record



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

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

New World Fuel, S.A. de C.V., has been a client of CN using the Alberta Canada terminal to our customers with terminals in Mexico

New World Fuel, S.A. de C.V., unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, New World Fuel, S.A. de C.V., also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

New World Fuel, S.A. de C.V., is proud of our five-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in blue ink, appearing to be "John Smith", is written over a horizontal line. The signature is fluid and cursive, with a large loop at the end.

New World Fuel, S.A. de C.V.



The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

New World Global, LLC has been a client of CN using the Alberta Canada terminal to our customers with terminals in Mexico

New World Global, LLC unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, New World Global, LLC also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

New World Global, LLC is proud of our six-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in blue ink, appearing to be "S. Brown", written over a horizontal line.

New World Global, LLC



North America RHQs 8730
Stony Point Parkway Suite
400

Richmond, Virginia 23235
www.one-line.com

**The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001**

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Ocean Network Express (ONE) is global ocean container transportation company that utilizes intermodal rail services to transport ocean containers for both import cargo and export cargo to/from the US, Canada and Mexico. ONE relies on the CN and KCS railroad networks and services to connect North America to global markets in Asia, Europe, Africa and South America.

Ocean Network Express (ONE) unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust Ocean Network Express (ONE) also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Ocean Network Express (ONE) is proud of our longstanding relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in black ink, appearing to read "Ronnie Armstrong".

Ronnie Armstrong
Vice President, Inland Operations

cc: Gareth Hou, CN



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

OCR Canada is a strong supplier for CN in which we provide:

- Hardware mobile devices, tablets, Vehicle Mount Units & accessories
 - o Zebra Technologies
 - o Psion Technologies
 - o Handheld Group
 - o Apple
 - o Samsung
- other related IT equipment
 - o Mounts – RAM
 - o Rugged and non-rugged Keyboards
 - o Power supplies
 - o Cables (power, communication, USB)
- Consumables
 - o Batteries
 - o Holsters
 - o Labels/Media/Paper
 - o RFID Tags
- WIFI expertise
 - o Site Survey Analysis
 - o Rogue Detection services
- Installation services
 - o Installation of wireless access points
 - o Running of network cabling
 - o Onsite Services
- Managed services
 - o Tech support
 - o MDM- Mobile Device Management
 - o Break Fix services

OCR Canada supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. OCR Canada unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, OCR Canada also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

OCR Canada is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21st century railway come to life.

Sincerely,



Tony Mastrangeli
Sr. Vice President & GM, OCR Canada
M: 647-459-0515 W: www.ocr.ca

cc: Parties of Record



Pacrim Steel ULC
PO Box 36063, Lakeview Post Office,
Calgary, AB T3E 7C6

Calgary Phone: 403-234-8227
Calgary Fax: 403-234-8228
USA Phone: 425-452-9988
USA Fax: 425-746-2106

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Pacrim Steel ULC(Pacrim) Ships thousands containers with CN in the past 15 years, and will keep this long term relationship in the future.

Pacrim supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Pacrim's pipe and equipment movement all over the world rely on efficient and safe services of rails and shipping lines under multi-mode transportation.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments on OCTG from Asian countries to Canada and US.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Pacrim unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Pacrim also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Pacrim is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Sunny Duan
Procurement Manager



5.3.2021

cc: Parties of Record

PEHLER OIL^{LLC}

Farm • Residential • Commercial Fuels • Lubricants

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Pehler Oil, LLC has been doing business with CN since 2008. We are a fuel supplier that does Direct to locomotive fueling. Our priority has always been to fill locomotives in a safe and timely manner. CN's commitment to safety and communication has helped us achieve this goal. We have had an excellent business relationship with CN and look forward to doing business for years to come.

Pehler Oil, LLC supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Pehler Oil, LLC unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Pehler Oil, LLC also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Pehler Oil, LLC is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21st century railway come to life.

Sincerely,


Bruce A. Speltz - Owner

cc: Parties of Record



25 ch. Gaspésie Rd. | Box 39
Hearst ON P0L 1N0

844 362-4523 
705 362-7360 
www.pepco.ca 

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Pepco has been a supplier for CN for over 35 years. We are proud to serve CN in the provinces of Ontario and Quebec with fuels, lubricants, industrial supplies, road transportation services and rail car transloading services.

Pepco supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Pepco unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Pepco also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Pepco is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21st century railway come to life.

Sincerely,

Luc Pepin
President & CEO

Pickands Mather



Pickands Mather Group
9717 Chillicothe Road
Kirtland, Ohio 44094
Telephone 440-256-7623
Facsimile 440-256-1998
Email sfb@pmcoal.com

May 11, 2021

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

The primary function of our company, Pickands Mather Group, is to manage supply chains for clients who move large quantities of bulk materials as a necessity of their business models. Additionally, we collect data on each of those movements that we manage in addition to collecting data on other, related movements. In this role, we work with a number of predominately eastern US and Canadian rail carriers, as well as trucking carriers, barge lines, and vessel companies operating oth the Great Lakes. We work closely with the CN on the delivery and inventory management of material controlled by a major integrated steel producer.

PM unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, PM also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

PM is proud of our long standing relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Yours very truly,

cc: Parties of Record



PO BOX 599, CHESTERTON IN 46304
800-245-6457

May 11, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—
Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the
Texas Mexican Railway Company

Dear Ms. Brown:

Pinkerton Oil Company, Inc. is a wholesale fuel supplier and has had an active business relationship with CN for the past 6 years. We provide CN fuel direct to locomotive and to storage tanks at their various yards. We currently have a 5-year contract with CN.

Pinkerton Oil Company, Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Pinkerton Oil Company, Inc. unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Pinkerton Oil Company, Inc. also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Pinkerton Oil Company, Inc. is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21st century railway come to life.

Sincerely,

Jim Ford
General Manager



May 5th, 2021

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

PiVAL International is a full-service Supply Chain company offering Warehousing & Transportation Solutions to our customer base since 2003. Based out of Montreal Qc, PiVAL operates 5 Distribution Centers across Canada with over 1.3M square feet of capacity. Our Lachine QC and Oshawa ON are connected to CN Rail and we have been partners with CN since 2008.

PiVAL International unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, **PiVAL International** also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

PiVAL International is proud of our 15+ year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—clearly demonstrates the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction. We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-

KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Over the past 10 years, PiVAL supported the General Motors supply chain in Oshawa bringing automotive parts from Mexico by rail utilizing the KCS connection through Jackson MS. Our international customers also benefit from Intermodal advantages of shipping to Mexico with the CN / KCS connection. Over the years, PiVAL has received over 10,000 carloads over this connection supporting the North American supply chain.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Automotive parts from Mexico to Canada.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

PiVAL International is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Jon Chiniborch

Jon Chiniborch
Vice-President – Sales & Marketing
Montreal, QC, 514-918-8146



Partners in Value Added Logistics!



**The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001**

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Purely Canada Foods is a grain and special crop exporter with several CN served facilities. We currently move a lot of canary seed into Mexico via KCS into Laredo, Texas from our facilities in Kindersley and St. Gregor, SK.

Purely Canada Foods unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Purely Canada Foods also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Purely Canada Foods is proud of our relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Purely Canada Foods
Logistics Manager

cc: Parties of Record



April 21st, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Object: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and C.N.'s Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown,

The Québec Port Authority (QPA) is one of Canada's five largest port gateways handling over 28 million tons of cargo annually. It is, in fact, the last deep-water port on the St-Lawrence and is a strategic partner to a significant portion of American business using the seaway to reach the world.

CN is the main rail operator at the Port of Québec and serves all sectors of our marine community. More significantly, CN is now a partner in a joint venture to develop a new container terminal at the Port of Québec that will create a new and integrated North American supply chain for intermodal goods. In light of this close and interconnected relationship, QPA fully supports C.N.'s acquisition of Kansas City Southern (KCS) because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. This would significantly help our customers gain superior access to new markets.

We believe that a combination of C.N. and KCS would help our operators at the Port of Québec gain greater penetration of the North American marketplace and be more competitive. But also, in the opposing direction, QPA believes that existing KCS customers would benefit from direct access to the Port of Québec to enhance their competitiveness using the C.N. network to reach our installations.

As a major Canadian port, our operators are quite diversified and handle multiple cargoes in dry bulk, liquid bulk and general cargo coming from or going to approximately 50 countries every year. For example, we transship iron ore for the U.S. market, export grain and agribulk products worldwide, receive petroleum products and chemical products, fertilizers, cement, and other by-products, and many more. All products and commodities have different logistical requirements and need good access to a rail network to complement marine services. For the majority of the cargo handled at the Port of Québec, rail service is a basic and essential complement to a fully integrated supply chain, and a combined CN-KCS network would provide significant benefits to the system.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service, which will result in a faster, safer and more economical rail option for our customers. We currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail network will provide seamless transportation and service to the Port of Québec that would not be available through any alternative KCS combination with any other rail operator.

For example:

- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway;
- Create new market reach (expand market options) for both sourcing of inbound and outbound opportunities;
- The merger will provide seamless North-South connectivity, which helps further integrate North American supply chains and then benefit the user of the Port;
- Seamless operation equals speed for the customer – for service, customer service, billing, customs, notifications, one logistic platform.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. QPA unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure a fair and transparent review of CN's voting trust, QPA also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

QPA is confident in and strongly supports C.N.'s proposed acquisition of KCS for all the reasons stated above. We hope to see the premier 21st-century railway come to life.

Sincerely,



Mario Girard,
President and CEO

cc: Parties of Record



A Limited Liability Holding Company
101 RJ Corman Drive • PO Box 788 • Nicholasville, KY 40340-0788
(859) 881-7521 • Fax: (859) 885-7804 • www.rjcorman.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

R. J. Corman Railroad Group has been a supplier for Canadian National for over 20 years. Some of the notable services that we provide CN include derailment services, storm response, railroad construction services and signaling work. R. J. Corman supports CN's acquisition of KCS because a CN-KCS railway would offer faster, safer, cleaner, and more direct service for North-South trade.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. R. J. Corman unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, R. J. Corman also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

R. J. Corman is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21st century railway come to life.

Sincerely,

Edward Quinn
President & CEO

cc: Parties of Record



The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

My name is Randy Bennett, COO of Rail Logix Holdings, LLC headquartered in Houston, Texas. Rail Logix is a privately-owned rail yard operator specializing in storage, handling and switching of railcars for users in the petrochemical, energy, agricultural and logistic industries. Rail Logix combines world-class railcar handling, switching and staging services with augmented services such as railcar cleaning maintenance, and transloading. Designed for maximum efficiency, the Rail Logix's rail yards provide reliable, on-demand release of its user's railcars to interchange with Class 1 carriers in a safe and economical manner.

Strategically located in both Texas and Louisiana, Rail Logix is poised to become the premier provider of railcar storage and handling solutions in the Gulf Coast region and beyond. With exciting new opportunities on the horizon, Rail Logix looks to continue its tradition of service excellence and commitment to safety while surpassing expectations as a conscientious and responsible neighbor in the communities in service.

Rail Logix unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Rail Logix also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed

voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Rail Logix appreciates CN's outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly their customer-focused approach to business. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Randy Bennett

Chief Operating Officer

Rail Logix

cc: Rail Logix, LP
Rail Logix Ameriport, LLC
Rail Logix Alamo Junction, LLC
Rail Logix Lacassine, LLC
Rail Logix Dayton, LLC
Parties of Record

/



102 Mary Alice Park Road
Suite 502
Cumming, GA 30040
(800) 619-3625
www.railroadsoftware.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Railroad Software provides Software for Canadian National Railway to track HOS. We've been a vendor of theirs since 2017 and had a good relationship with the company.

Railroad Software supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Railroad Software unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Railroad Software also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Railroad Software is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to be "J. B. A.", written in a cursive style.

CEO

cc: Parties of Record



Tuesday May 4th, 2021

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Ray-Mont Logistics is an industry leader offering Integrated Supply Chain Solutions within North America for nearly 30 years. Deeply rooted in the company's growth over these years, has been a long-standing, agile, and mutually beneficial partnership with CN Rail since the company's inception in 1992. Ray-Mont Logistics currently operate three transloading facilities in Canada, strategically located in Vancouver, BC; Prince Rupert, BC; & Montreal, QC, all of which are rail served by CN daily. In addition, Ray-Mont Logistics recently announced the establishment of a Logistics Park, located in Mobile, AL in partnership with CN Rail, and Alabama Export Rail which is scheduled to open in 2022.

Ray-Mont Logistics unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Ray-Mont Logistics also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Ray-Mont Logistics is proud of our 30 years relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with



a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in black ink, appearing to read "V. Cossette", written in a cursive style.

Valerie Cossette
Director of Rail Logistics

cc: Parties of Record

RELIANCE LOGISTICS

Physical Address: - 14684 64 Avenue Surrey, BC, V3S1X7.
Mailing Address: - PO 88555 RPO NEWTON BC V3W0X1

Email: dispatch@reliancelogisticsinc.com
Phone: - 6045906000, **Fax:** - 6045906076

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Reliance Logistics Inc. is a full-service freight business that has been running and offering a full spectrum of services since 2008. We are an asset-based company headquartered in Surrey, BC with access to secured yards across North America. We provide Reefer and Dry Van, along with a suite of full truckload services to and from major cities in Canada and the United States. We are a fully integrated logistics company with drayage, container first-miles/last-miles service as well as storage and cross-docking. (Hazmat Certified Fleet)

Reliance Logistics unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Reliance Logistics also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Reliance Logistics is proud of our 2-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Jassy Sanghera
Operations Manager





supreme™ bulk feeds

ritchie-smith feeds, inc.

33777 Enterprise Avenue,
Abbotsford, B.C.
V2S 7T9

Phone (604) 859-7128, 1-800-242-8011

Fax (604) 859-7011

**The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001**

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Ritchie Smith Feeds, Inc. is a feed manufacturer in British Columbia, Canada that has been producing high quality feed supplying the livestock industry since 1968. CN rail has been a key rail freight provider to our business transporting feed grains from primarily the Canadian Prairies into our facilities in Abbotsford, BC.

Ritchie Smith Feeds, Inc. unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Ritchie Smith Feeds, Inc. also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Ritchie Smith Feeds, Inc. is proud of our +20 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

James Colquhoun
Director of Purchasing, Ritchie Smith Feeds, Inc.

cc: Parties of Record

Roland J. Robert Distributor, INC.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Roland J. Robert Distributor, INC has been a Fuel Supplier to CN Rail Road for over 20 years. We supply on site fueling of their locomotives and supply fuel to their depot sites in Southern Louisiana. CN's commitment to safety, environmental quality and advancement in rail road technologies is what sets them apart from many customers we supply and other railroads we have served.

Roland J. Robert Distributor, INC supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Roland J. Robert Distributor, INC. unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Roland J. Robert Distributor, INC. also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS. We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Roland J. Robert Distributor, INC is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Pete Graffagnino
Comptroller



75 Rue Industrielle, Coteau-du-lac, Québec, J0P 1B0
Tel : 514-866-1033; Fax : 514-866-8421

May 10, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Ronsco is a supplier of rail related products and services based in Montreal, Quebec Canada. We have many customers located in the southern United States and in Mexico. An efficient service network into these regions would be very beneficial for business growth.

Ronsco supports CN's acquisition of KCS because of the benefits a CN-KCS railway would bring by offering a direct service for North-South trade.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Ronsco supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Ronsco also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Ronsco supports CN's proposed acquisition of KCS.

Sincerely,

A handwritten signature in black ink that reads "Kent Montgomery". The signature is written in a cursive, slightly slanted style.

Kent Montgomery

Executive V.P & C.O.O.

Ronsco

75 Rue Industrielle

Coteau De Lac, Quebec

J0P 1B0

Cc: Parties of Record

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Rubicon VLS is an industry leading Automotive Logistics service provider in North America. Rubicon has operations in the United States, Canada and Mexico. We see the value in a combined rail network that would create an enhanced end-to-end single-operator service connecting the rail network to the ultimate consumer. Multi-modal, on-time transportation is critical to success in the Automotive industry and believe a fair review to create more rail competition will allow faster, safer and more rail economical solutions in the future. It is in this spirit, that we provide support approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers. This will help avoid a lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure a fair and transparent review of CN's voting trust, Rubicon VLS supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids, which we believe is a priority of the STB to ultimately enhance competition.

CN's voting trust, as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment demonstrates a customer-focused approach to business. We look forward to seeing a commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,



Jeff Dzierbicki
Director – Rubicon VLS



Vallée-Jonction, Thursday, May 6th, 2021

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Sartigan Railway is a short line railway operating in the greater Quebec City area. Our railway interchanges with CN at Joffre Yard in Charny, Quebec. CN is our most important business partner and they have supported the startup and continued expansion of our service since we began operations in 2013.

Sartigan Railway unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Sartigan Railway also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

399, RUE JEAN-MARIE ROUSSEAU, VALLÉE-JONCTION, QUÉBEC, G0S 3J0

COURRIEL : INFO.BEAUCERAIL@GLOBETROTTER.NET

WWW.BEAUCERAIL.CA

TÉLÉPHONE : 418-209-5848

Sartigan Railway is proud of our 8 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,



Stephan Vachon
VP - General Manager

cc: Parties of Record



Brookfield Place
2300, 225 – 6th Ave SW
Calgary, AB T2P 1N2

May 7, 2021

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

SECURE Energy Services Inc. has a long standing positive working relationship with Canadian National Railway Company. SECURE Energy Services Inc. has rail terminals in Alberta, Saskatchewan and New Brunswick that all connect into CN Rail.

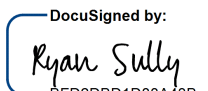
SECURE Energy Services Inc. unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, SECURE Energy Services Inc. also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

SECURE Energy Services Inc. is proud of our 8 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

SECURE ENERGY SERVICES INC.

DocuSigned by:

Ryan Sully

Vice President, Commercial Development & Transportation

cc: Jason Valliere, Director of Marketing, Petroleum & Chemicals - CN

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

SEGA Carriers is a logistics partner for CN that gives first and last mile truck services in Mexico for Intermodal containers at the Salinas Victoria, NL ramp. It has terminals in Apodaca, NL and Nuevo Laredo, TM for over the road shipments from/to the US and Canada markets. CTPAT certified since 2012 by CBP Authorities.

SEGA Carriers unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Sega Carriers also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Sega Carriers is proud of our 7 years relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,



Sergio E. Treviño
CEO

cc: Parties of Record

SIMPOLO TILE & STONE INTERNATIONAL CORP.
2710 Slough Street Mississauga On. L4T 1G3

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Simpolo Tile & Stone International Corp. is a client of CN and we have been doing business for over 5 years. Our company mainly import goods from China and wholesale in Canada, the goods have been shipped from all ports within China, The service and efficiency are amazing so far.

Simpolo Tile & Stone International Corp. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We might expand our business into US market in the near future, and we will consider CN as a primary transportation solution provider.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Simpolo Tile & Stone International Corp. from Asia to North America including U.S. and Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Simpolo Tile & Stone International Corp. unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Simpolo Tile & Stone International Corp. also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Simpolo Tile & Stone International Corp. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Simpolo Tile & Stone International Corp.
Director
Junhong Ning



cc: Parties of Record



585 N Juniper Dr suite 250, Chandler, AZ 85226
Tel: (480) 588-3200 Fax(480) 493-5617

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

SM Line Corporation is an international customer of the CN Railway that utilizes the CN service to/from the Port of Vancouver serving many markets in North America.

SM Line unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, SM Line also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

SM Line is proud of our 3 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Paul Schneider
Director, Intermodal
SM Line Corporation

cc: Parties of Record



May 7, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Stella-Jones Corporation is leading producer and marketer of pressure treated wood products. Stella-Jones Corporation supplies CN with railroad cross ties, switch ties and bridge timbers and is also a shipper of other products on CN's rail network.

Stella-Jones Corporation supports CN's acquisition of KCS because of the benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Stella-Jones Corporation also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Stella-Jones Corporation is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink that reads "Jeff Brandt".

Jeff Brandt
Vice President, Transportation and Logistics

SUIT-KOTE CORPORATION

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Suit-Kote is currently working with the CN Rail to provide shipping services of Bituminous Asphalt from Canada into the North Eastern U.S. and has for the previous 12 years with a great business relationship.

Suit-Kote unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Suit-Kote also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Suit-Kote is proud of our 12-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Brent Hall

Brent Hall
Director Procurement
Suit-Kote Corporation

cc: Parties of Record



SUMINISTROS INDUSTRIALES POTOSINOS, S.A. DE C.V.
TERMINAL INTERIOR DE CARGA

San Luis Potosí, S.L.P. May 10th, 2021.

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

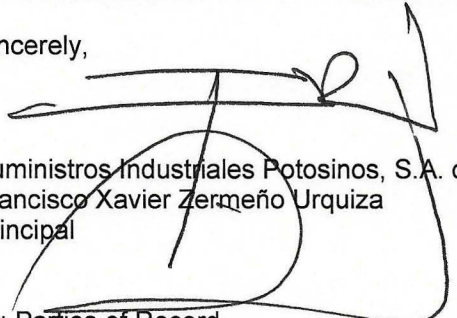
Suministros Industriales Potosinos, S.A. de C.V. (SIPSA) is a group of rail served inland Terminals located in central México. We have been doing business with KCSM and CN for more than 10 years, integrating rail freight, transloading, cross docking and warehousing operations for our mutual customers that take advantage of an integrated, highly efficient economic trade block, namely the current USMCA.

SIPSA unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, SIPSA also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

SIPSA is proud of our 12 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,



Suministros Industriales Potosinos, S.A. de C.V.
Francisco Xavier Zermeño Urquiza
Principal

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Sumitomo Canada Ltd is CN's major supplier for various track materials for more than 40 years.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Sumitomo Canada Ltd unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Sumitomo Canada Ltd also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Sincerely,

Denis Schaeffer
Vice President & General Manager
Sumitomo Canada Ltd

cc: Parties of Record



The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Superior Fuel is a commercial and residential fuel provider in the Upper Midwest. We also provide fueling facility management to the maritime industry. We deliver operational excellence by performing the highest quality facility operations and fuel delivery management. Superior Fuels has a partnership that goes back many decades with CN and they are a vital multimodal transportation supply chain provider.

Superior Fuel relationship with CN is strong and we are integrated with them as a viable business partner benefitting both of our companies as well as CN's customers. CN's service commitment is a standard that the industry should be compared to. Their focus on understanding our business and transportation requirements is why we are a success with our supply chain requirements.

Superior Fuel unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Superior Fuel also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Superior Fuel is proud of our multi-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP’s trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN’s commitment to fairness and efficiency reflected in the STB’s review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ryan Gunderson', with a long, sweeping horizontal stroke extending to the right.

Ryan Gunderson
President
Superior Fuel



Surplus Furniture & Mattress Warehouse

90 Anne Street South, Unit 100

Barrie, Ontario, L4N 2E3

**The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001**

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Surplus Furniture and Mattress Warehouse has been a long-standing customer of CN shipping from the US into Canada on a weekly basis

Surplus Furniture unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Surplus Furniture also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Surplus Furniture is proud of our decade's long relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in black ink that reads "Troy McLeod". The signature is written in a cursive, flowing style.

Troy McLeod
Director of Logistics



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Telecon Inc full turn-key National Fiber Optic cable structure and support services in Canada

Telecon Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Telecon Inc unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Telecon Inc also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Telecon Inc is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read "Gilles Langevin", written in a cursive style.

Gilles Langevin
Senior Manager
National Long Haul

cc: Parties of Record



Seasoned Experience

May 5, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

The Aloft Group, LLC specializes in intermodal transportation safety and has been providing CN consulting services in safety, risk management, and specialized software tools and training in support of rail safety for over six years.


The Aloft Group, LLC supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. The Aloft Group, LLC unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, The Aloft Group, LLC also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

The Aloft Group, LLC is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21st century railway come to life.

Sincerely,



Terry Eisenbart
Executive Vice President
The Aloft Group, LLC

cc: Parties of Record

The Aloft Group, LLC
PO Box 107
Kilmarnock, VA 22482
+1 505.306.5326
www.thealoftgroup.com



The Mercury Group
169 Commack Road, Suite H#285
Commack, New York USA 11725
Office: 1-631-410-6345 | Fax: 1-631-410-1926
www.mercuryresources.com

May 6, 2021

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

The Mercury Group is a New York-based consulting firm specializing in global commodity management and finance. We have developed professional relationships with brokers, shippers, governments, port authorities, buyers and suppliers globally, and will use that network of international points of contact to customize our clients' needs.

We unequivocally support approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, The Mercury Group also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

We are proud of our multi-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Anton C. Posner', is written over a light blue rectangular background.

Anton C. Posner
Chief Executive Officer

cc: Parties of Record



The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Thomas, Large & Singer Inc. (TLS) has worked with TransX (subsidiary of CN) for almost 20 years and CN directly for 4 years. We consider it to be a great partnership and prefer to use rail when we have the opportunity based on driver shortages and lower CO2 emissions.

TLS unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, TLS also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

TLS is proud of our 20year relationship with TransX (subsidiary of CN) and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Anthony S. Carter, CA, CPA, CFA
Chief Financial Officer

cc: Parties of Record



THOMSON GROUP OF COMPANIES
DISTRIBUTION LOGISTICS MANAGEMENT

**The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001**

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Thomson Terminals is a long-standing customer of CN/TransX services

Thomson Terminals unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Thomson Terminals also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Thomson Terminals is proud of our relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Jeff Wilder
Director of Sales & Marketing
Thomson Terminals Limited

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Tideworks Technology, a privately held Washington State corporation, supports global marine terminal and rail operators with industry leading technology to add efficiency and assist in optimizing intermodal operations. Tideworks is currently engaged in a multi-year project with CN supporting the railroad's 'Smart Terminal' initiative which will result in operational efficiency, enhanced productivity and improved service to the broad community that relies on their transportation and logistics network.

Tideworks supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Tideworks unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Tideworks also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Tideworks is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21st century railway come to life.



Sincerely,

DocuSigned by:

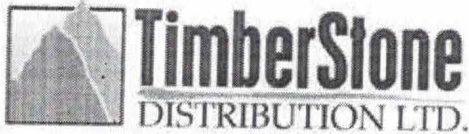
T. H. Tatterson

Todd Tatterson 5744E6F756264E7...

Vice President

Tideworks Technology

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration Office of
Proceedings Surface Transportation Board 395 E.
Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Timberstone has had the benefit of using CN services over the last several years with shipments mainly originating from the Ontario Region into the Western Provinces.

TimberStone unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, TimberStone also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CNKCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of masonry products from Southern US manufacturers into Canada.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Timberstone is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read "Errol Blatz". The signature is fluid and cursive, with a long, sweeping tail that loops back under the name.

Errol Blatz
GM
Winnipeg



A12-1250 Eglinton Avenue W., Suite 133, Mississauga, ON L5V 1N3
Tel: (416) 886-5450
Fax: 1-866-247-0160
Email: ED@torontotransportationclub.com
Website: www.torontotransportationclub.com

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

The Toronto Transportation Club is the largest Transportation Club in North America with over 1200 members representing corporations from every major industry sector. CN together with the steamship agents in Toronto gathered between 1907 to 1913 reaching out to over 50 representatives in the transportation sector and established on November 28th, 1913 The Toronto Transportation Club. CN has been a leading contributor to The Club since that time.

The Toronto Transportation Club unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, The Toronto Transportation Club also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

The Toronto Transportation Club is proud of our 100 plus year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN



A12-1250 Eglinton Avenue W., Suite 133, Mississauga, ON L5V 1N3
Tel: (416) 886-5450
Fax: 1-866-247-0160
Email: ED@torontotransportationclub.com
Website: www.torontotransportationclub.com

combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP’s trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN’s commitment to fairness and efficiency reflected in the STB’s review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in blue ink, appearing to read "John Foss".

John Foss
President



May 4, 2021

**The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001**

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

TRANSENERGY SERVICES LTD ("TransEnergy") is a rail terminal and services company operating on the CN rail system since 2006. We have transported energy, industrial products as well as agricultural commodities throughout Canada and the US and on occasion onto Asia.

TransEnergy supports the approval of CN's voting trust and supports a level playing field review of all competitive offers.

Sincerely

Tim LaFrance
President & CEO
TransEnergy Services Ltd.



505 East Huntland Drive
Suite 250
Austin, Texas 78752

T 512.454.8716
TRCcompanies.com
T.B.P.E. #F-8632

May 7, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

TRC is a strong partner with CN and has been providing design, management, and construction services to CN for over twenty years. Through this partnership, TRC has worked to standardize and modernize CN's fueling and wastewater systems from risk assessment, design, construction, and preventative maintenance to capture the entire life cycle of these systems. In addition, TRC has partnered on numerous environmental, facility and energy projects to continue to position the railroad as a leader in sustainability. TRC provides services to CN across the United States and Canadian network of facilities.

TRC Engineers supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

Central to CN's bid for KCS is the establishment of a voting trust that benefits the KCS shareholders. TRC unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, TRC also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

TRC is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in blue ink, appearing to read "K. Beau Perry".

K. Beau Perry, P.E.
Vice President

May 5, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

TrinityRail and TrinityRail de Mexico (together "Trinity") are key suppliers to Class I railroads of freight railcars and railcar services. The relationship between Trinity and the Class I railroads, including CN, CP and KCS, has been beneficial for Trinity and all Class I railroads and for Trinity employees in the United States, Mexico and Canada.

Central to the CN and CP bids for KCS is the establishment of a voting trust. Trinity unequivocally supports approval of CN's and CP's voting trusts. We believe the voting trusts benefit KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the potentially lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

Sincerely,



Gregg Mitchell
EVP and Chief Commercial Officer





TULLTRANS
GLOBAL LOGISTICS INC.

May 5, 2021

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

TullTrans Global Logistics Inc. has built a very strong relationship with Trans X Ltd./CN. The level of service received by their team is unmatched. We look forward to growing and strengthening our relationship in the years to come.

TullTrans Global Logistics Inc. unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, TullTrans Global Logistics Inc. also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

TullTrans Global Logistics Inc. is proud of our 12 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Shawnea Roberts
General Manager

cc: Parties of Record

May 6, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Dear Ms. Brown:

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Universal Rail Systems Inc. ("Universal Rail"), a company headquartered in Sherwood Park, Alberta, Canada is one of Canada's largest independent contractors of railway construction and maintenance services. Universal Rail is a key supplier to Canadian National Railway ("CN").

Central to CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Universal Rail supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers.

In addition, Universal Rail supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust.

Sincerely,

A handwritten signature in black ink, appearing to read 'A. Stanley'.

Alfred Stanley
Chief Executive Officer
Universal Rail Systems

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Urbanmine Inc is a shipper of scrap metals and recycled batteries, utilizing rail, and road

Urbanmine Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Urbanmine ships primarily FTL dry vans from Winnipeg to various US destination. We load rail cars in Winnipeg also destined for US destination

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of scrap metal and recycled batteries from Winnipeg to various US destinations.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Urbanmine is always seeking transportation providers to haul our loads in an evolving market

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Urbanmine unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the

opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Urbanmine also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Urbanmine is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Suzann Rudyk-Munroe

Suzann Rudyk-Munroe
Logistics Manager

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Warner Petroleum Corporation has been a partner with CN for many years and involved in product transportation. Warner has been awarded several Safe Handling awards from CN due to our commitment to safety and we value the relationship with CN.

Warner Petroleum Corporation supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Warner Petroleum Corporation unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Warner Petroleum Corporation also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Warner Petroleum Corporation is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21st century railway come to life.

Sincerely,

Jason R. Smith
Vice President of Supply & Sales

cc: Parties of Record

2480 South Clare Avenue Clare, MI 48617
Phone: (989) 386-4350 Fax: (989) 386-2045



Willowbrook Nurseries Inc.

935 Victoria Avenue, R.R. #4

Fenwick, Ontario L0S 1C0

**The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001**

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Willowbrook Nurseries is a long-standing customer of CN through H&R / Transx. We have been working with them to bring nursery plants from British Columbia to our nursery in Ontario for many years, relying on their service to ensure our plants arrive on time and in good condition. We appreciate the relationship we have built over the years and are thankful for their continued service.

Willowbrook Nurseries unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Willowbrook Nurseries also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Willowbrook Nurseries is proud of our 25 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Nathan Anjema

Nathan Anjema
Purchaser

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Zebra Technologies is CN Rail mobility solution and barcode printing supplier since 2007. We are working with them on improving their constant connectivity, proactive management, regulatory compliance, and peerless customer service - so they can deliver on time, every time.

Zebra Technologies supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Zebra Technologies unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Zebra Technologies also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Zebra Technologies is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read "Sam Villanueva", written in a cursive style.

Sr. Director, NA Sales

cc: Parties of Record

Zhongkang international trading ltd

The Honorable Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Zhongkang international trading ltd is customers with cn rail. They provide outstanding services for us since we begin to establish business across north america.

Zhongkang international trading ltd unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

To ensure fair and transparent review of CN's voting trust, Zhongkang international trading ltd also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids.

Zhongkang international trading ltd is proud of our 2 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Zhongkang international trading ltd
Manager



cc: Parties of Record