

**BEFORE THE
SURFACE TRANSPORTATION BOARD**

STB FINANCE DOCKET NO. 36514

ENTERED
Office of Proceedings
May 24, 2021
Part of
Public Record

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

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

Canadian National Railway Company (“CN”) respectfully submits another 100 letters from stakeholders relating to CN’s proposed combination with Kansas City Southern (“KCS”). CN continues to hear from customers, rail suppliers, ports, local governments, logistics providers, and other stakeholders about their excitement for a CN-KCS combination, which has now resulted in well over 1,100 total letters of support for either the proposed CN-KCS 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); Submission of 183 Additional Statements Regarding Proposed Transaction And/Or CN’s Voting Trust, CN-14, *CN-KCS* (filed May 12, 2021).

63 of the letters being filed today support the proposed combination of KCS and CN, and 37 of these letters support CN's request that the Board approve its voting trust agreement. (67 of the enclosed letters express support for both the proposed combination and the voting trust.)

CN anticipates further engagement with industry stakeholders about the proposed CN-KCS combination and the tremendous public interest benefits it will bring by creating the premier railway for the 21st century with a single network across Canada, the United States, and Mexico.

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 24, 2021

INDEX OF ENCLOSED SUPPORT STATEMENTS

STATEMENTS SUPPORTING TRANSACTION

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3. Mayor Heather Beeh, City of Coggon, Iowa
4. Mayor Richard White, City of Byram, Mississippi
5. Agrogen S.A. de C.V.
6. Amalgamated Dairies Limited
7. Ampacet Canada Company
8. Asociación Mexicana de Distribuidores de Automotores, A.C.
9. Azcon, Inc.
10. Bois d'oeuvre Cedrico Inc.
11. Bornhorst Seeds Ltd.
12. Brenntag Canada Inc.
13. Brentwood Enterprises Limited Partnership
14. Briercrest Grain Limited
15. Cargo Montreal
16. Cat Bottoms Fuel Supply Incorporated
17. Cattron
18. CFT Corporation
19. Classic American Hardwoods, Inc.
20. ComAgro inc.
21. Curricanes Outdoors, S.A. de C.V.
22. Distributions Bass Inc.
23. Ernie's Trailer Service Inc.
24. Eurovia Quebec Construction
25. Frisa Forjados, S.A. de C.V.
26. Grupo Aduanero MS, S.C.
27. Guelph Historical Railway Association Inc.
28. Halifax Regional Municipality
29. Hutton Forest Products
30. Innovative Transport Solutions (ITS)
31. Integrated Industries Corporation
32. IPL Plastics Inc.
33. Joliet Region Chamber of Commerce & Industry
34. Key Capital, S.A.P.I. de C.V.
35. KG Johnson (USA), Co.
36. Kronos Canada Inc.
37. Lambton Diesel Specialists
38. Les Fermes Michel Riendeau
39. Lowfreightrate.ca LTD
40. McCain México, S.A. de C.V.
41. Midwest Energy & Communications

42. Minnesota Chamber of Commerce
43. Nashville Generic Product (Export) Inc.
44. National Forest Products Ltd.
45. Norman Krieger, Inc.
46. North Thompson Rail Terminals Inc.
47. Northway Bulk Fuel
48. Olympia Transportation Ltd.
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51. Rideway Transport Ltd.
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56. Summit Plastics, Inc.
57. SureSource Commodities LLC
58. Talleres Industriales Potosinos, S.A. de C.V.
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60. Transload Distribution Association of North America
61. Versant Supply Chain, Inc.
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STATEMENTS SUPPORTING CN VOTING TRUST

1. The Honorable Jack Bergman, United States House of Representatives
2. 4 Star Courier & Logistics Inc.
3. Ab Ovo North America, Inc.
4. Alabama State Port Authority
5. ALFER GROUP
6. Autotransportes El Bisonte, S.A. de C.V.
7. Briercrest Grain Limited
8. Cat Bottoms Fuel Supply Incorporated
9. Creekside Transport
10. FLS Transport
11. HCL Logistics Inc.
12. HHCS Handheld USA, Inc.
13. Hutchison Ports Mexico
14. Jasztex Fibers Inc.
15. Lee & Associates of Illinois, LLC
16. Les Systèmes ADEX
17. Logistica Perla Negra S.A. de C.V.
18. Mediterranean Shipping Company USA Inc.
19. Metro East Industries Inc.
20. Mile End Logistics

21. New York Air Brake LLC
22. NGS Logistics Mexico, LLC
23. NOVIPRO Inc.
24. Quality Rail Service Inc.
25. Ragasa Industrias, S.A. de C.V.
26. Rembos, Inc.
27. Remcan Projects LP
28. Retail Logistics Canada
29. Sea-Sky Shipping (North America) Company Ltd.
30. Source Energy Services
31. Strato, Inc.
32. StyroChem Canada Ltee.
33. U.S. Oil
34. United World Transportation
35. V3 Companies
36. Vulcafrio S.A. de C.V.
37. W. Robins Consulting Ltd. (WRC Freight Services)

CERTIFICATE OF SERVICE

I hereby certify that on this 24th day of May, 2021, a copy of the foregoing Submission of 100 Statements Supporting Proposed Transaction And/Or CN's Voting Trust was served by email on the service list to Finance Docket No. 36514.

/s/ Matthew J. Warren
Matthew J. Warren



OFFICE OF THE PREMIER
PO Box 426
Halifax, Nova Scotia B3J 2T3

May 12, 2021

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

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

I am writing to express my support for CN's proposed acquisition of Kansas City Southern (KCS).

CN is a key part of Nova Scotia's economic development and trade infrastructure. The company employs 338 Nova Scotians and is continuously investing in our Province. CN's focus on operational streamlining and developing partnerships has been key for ensuring continued and improved market access for Nova Scotia businesses.

CN handles all rail-served containers imported and exported through the Port of Halifax. In addition, Halifax is the site of a significant Autoport where imported motor vehicles are distributed across North America.

CN is a key partner to the Port which has resulted in increased market access for Atlantic Canadian exports and service improvements. For example, CN and the Port have worked together to substantially reduce the dwell time for imported containers. In addition, the Halifax Port Authority continues to work closely with other key partners including the Halifax International Airport Authority, and several other private and public sector organizations with the common vision of promoting Halifax as the preferred entry point in North America. These strategic partnerships would enhance a CN-KCS merger by helping to connect to a vast transportation and logistics network with quick and cost-effective access to any major North American market. A combined CN-KCS would further improve market access in key markets in Canada, the U.S., Asia, Europe, and the Mediterranean. In addition, it would promote the single market access for Atlantic Canadian businesses and their international partners to trading nations under the Canada United States Mexico Agreement (CUSMA). Given that Nova Scotia businesses are small and medium sized businesses (SME's), for the majority, exporting is essential to their continued growth and success. This merger would prove beneficial to supporting their development and ability to contribute to the economy.

Ms. Cynthia T. Brown

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The nexus between the environment, economy, and equity is the focus of my government's agenda. We are aware of the significant advancements CN has made in this regard. Notably, they consume significantly less locomotive fuel than the industry average. The merger would increase flexibility to reduce emissions by allowing each mode to be used for the portion of the trip to which it is best suited. Thus, combined with the expected benefit to SMEs, we believe the merger supports this agenda.

Overall, we believe a CN-KCS merger will promote business in the CUSMA market, promote competition through connections to access points and gateway options, and further build on CN's track record of providing exemplary service. Our goal as a Province is to continue to pursue global trade opportunities. Strengthened logistical connections resulting from CN's proposed acquisition of KCS are critical to our future growth and success.

Sincerely,



Honourable Iain Rankin, M.L.A.
Premier of Nova Scotia

Copied to: Matt Simpson, msimpson@sidley.com

Mississippi House of Representatives

COMMITTEE ASSIGNMENTS:

Public Property, Chairman
Insurance
Management
Transportation
Ways and Means



3806 Hwy 49 South
Florence, MS 39073
Office: 601.720.4552
Home: 601.845.2017
tweathersby@house.ms.gov

REPRESENTATIVE TOM WEATHERSBY

District 62

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 Representative whose constituents benefit from immediate rail access to CN, I understand the importance of strong partners like CN. They have made more than \$350 million in capital expenditures in MS during the past 5 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,

A handwritten signature in cursive script that reads "Tom Weathersby".

Representative Tom Weathersby
Mississippi House of Representatives



City of Coggon

118 East Main Street
P.O. Box 79
Coggon, Iowa 52218-0079

Phone: 319-435-2314

Fax: 319-435-2122

Website: coggonia.org

May 11, 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 Coggon, Iowa. I believe that this combination would serve Coggon, Iowa well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Coggon, Iowa and Eastern Iowa.

For many years, CN has been an integral part of the transportation system in Coggon, Iowa. Their freight railroad safely and reliably connects Coggon, Iowa 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 everyone community where it operates. I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

City of Coggon
Heather Beeh
Mayor



OFFICE OF THE MAYOR

RICHARD WHITE

May 10, 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 Byram, MS. I believe that this combination would serve Byram, MS well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Byram, MS and the south.

For many years, CN has been an integral part of the transportation system in Byram, MS. Their freight railroad safely and reliably connects Byram, MS 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. Last year the City of Byram was able to landscape one of our playground areas and plant over 50 trees due to the generosity of Canadian National. 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,

Richard White

Post Office Box 720222 ~ Byram, Mississippi 39272 ~ 601-372-7746
rwhite@byram-ms.us
Incorporated 1879 ~ Reincorporated 2009



May 20, 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:

Agrogen S.A. de C.V. is a Mexican company established in 1992, that has used the transportation services of CN, KCS and KCSM for several years in Mexico and the USA, particularly for the transportation of fertilizer raw materials (ammonia, sulfur) and finished fertilizer products such as Urea, DAP, MOP and SOP during that time.

Agrogen S.A. de C.V. supports CN's acquisition of KCS because we believe that a CN-KCS railway, could bring superior benefits to the market in terms of more competitive costs, 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 5+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Of particular interest to Agrogen, would be cost and service improvement for the transportation of Anhydrous Ammonia between our supplier located in Yazoo City, Mississippi, and our plant located

AGROGEN, S.A. De C.V.
Oficinas México Planta Querétaro
Andrés Bello No. 45 Piso 13 Col. Polanco Chapultepec Carretera a Tlacote el Bajo Km 5.5
Col. Polanco Chapultepec, 11560 Ciudad de México 76000 Querétaro, Qro.
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in Querétaro México, as well as maintaining and improving KCS and KCSM costs and services from Laredo, Texas and Brownsville Texas to our facility in Querétaro, México, and within Mexico from Altamira, Lázaro Cárdenas and Veracruz to Querétaro.

The combined company could create network with enhanced end-to-end single-owner, single-operator service which should result in 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.

We understand central to the CN's bid for KCS, is the establishment of a voting trust that benefits KCS shareholders. Agrogen S.A. de C.V. supports approval of CN's voting trust. We are aware that CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

Agrogen S.A. de C.V. is confident in and supports CN's proposed acquisition of KCS for all of the reasons stated above.

Sincerely,

Luis Miguel Escartín Sánchez
Subdirector Comercial
On behalf of Agrogen S.A. de C.V.



AMALGAMATED DAIRIES LIMITED

ADL FITZROY

215 Fitzroy Street
Charlottetown, PE C1A 1S6
Phone: 902-566-5515 Fax: 902-566-2243



May 20, 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:

Amalgamated Dairies Limited is has a long standing business relationship with CN Rail.

ADL 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.

ADL is pleased with the convenience and reliability of CN Rail lines in order to ship products easily across North America.

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

For example:

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

ADL 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 "D. McLellan", with a long horizontal flourish extending to the right.

David McLellan
Division 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:

Ampacet Canada Company relies on CN to deliver incoming cars of raw material on time to support our manufacturing plant. Ampacet has been very satisfied with the quality of service and responsiveness to any issues of concern. The emphasis that CN places on customer service, worker safety and track maintenance is impressive.

Ampacet Canada 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.

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.

Ampacet relies on CN to deliver incoming cars of plastic resin, many of which travel from as far south as the Gulf Coast. There are occasions where the tracking of cars in route from the Gulf area destined for our facility are delayed due to issues with other rail lines handing over the car to CN in a timely fashion.

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:

- 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. Ampacet Canada 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, Ampacet Canada 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.

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

Sincerely,


AMPACET

Keith Walton

Plant Manager

101 Sasaga Drive, Kitchener, Ontario N2C 2G8 Canada

Phone: +1 519 748 5576 ext 7224

keith.walton@ampacet.com

www.ampacet.com

cc: Parties of Record



Asociación Mexicana de Distribuidores de Automotores, A.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:

The Asociación Mexicana de Distribuidores de Automotores, A.C. (AMDA) recommends and supports CN, for being an important service company to carry out imports for our OEMS, for a long time.

The Asociación Mexicana de Distribuidores de Automotores, A.C. (AMDA) 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 the goods of our OEM so they arrive on time.

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, benefiting the shipments of auto parts sector from USA and Canada to México



Tel: +52 (55) 3688-3650
www.amda.mx





Asociación Mexicana de Distribuidores de Automotores, A.C.

- 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. The Asociación Mexicana de Distribuidores de Automotores, A.C. (AMDA) unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

The Asociación Mexicana de Distribuidores de Automotores, A.C. (AMDA) 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,

Dr. Fernando Lascurain Farell
Executive Director
Asociación Mexicana de
Distribuidores de Automotores, A.C.
(AMDA)

: Parties of Record



Tel: +52 (55) 3688-3650
www.amda.mx





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:

Azcon, Inc. is a scrap processor with locations in Chicago, IL; Alton, IL; Duluth, MN; Sterling, IL and El Paso, TX. The Canadian National serves our yard in Duluth and also the Chicago steel mills that we ship to. We have many routes that we utilize the Canadian National for and their freight service and car availability has always served us well.

Azcon, 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.

Ninety nine percent of our product gets shipped via railcar. As we continue to increase the ability to recycle scrap iron/steel we will continue to hopefully increase our freight needs with the Canadian National. We also ship via several other rail lines but this merger would help us be more competitive in getting to other locations.

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

For example:

- 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 for recycling purposes from Duluth, MN to Newton, MS;

630 Helberg Drive

Duluth, MN 55802

ph 218.722.7703

fx 218.727.7160

azconmetals.com

- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Our company owns private cars that we use on the Canadian National lines also. This merger will help tremendously in getting our cars back quicker than if we had to go through two or more railroads. It will also help us to be more competitive in selling into locations that are currently freight cost prohibitive.
-

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Azcon, 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, Azcon, 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.

Azcon, 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,



Lynn D. Bergstedt
Vice President/General Manager
Azcon, Inc.
630 Helberg Drive
Duluth, MN 55802



Bois d'œuvre Cedrico inc.
Cedrico Lumber inc.

39, rue Saint-Jean-Baptiste
Price (Québec) GOJ 1ZO

Téléphone : (418) 775-7516
Télécopieur : (418) 775-7678

May 20, 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:

Cedrico Lumber Inc, located east of the province of Québec, we do ship cars in the USA since already several years. Shipping by car to the USA is an essential service from the CN railroad.

Cedrico Lumber 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.

Instead shipping at the east side of the Mississippi River, the acquisition will help us to ship forest in the west to your country.

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. Cedrico Lumber Inc. unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

Cedrico Lumber 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 blue ink that reads "Denis Breton".

Denis Breton
Cedrico Lumber Inc.
Representative

*Au-delà de la ressource
A Living Resource. A Sustainable Future*



Railway Ave, Saint Gregor, SK S0K 3X0
Ph: (306)366 2158

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

Thursday, May 13, 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:

Bornhorst Seeds is on main CN line in town of St Gregor, Saskatchewan. We have been shipping cargo over the line to various destinations, including, Eagle Pass, Texas Vancouver and Montreal since past twenty years.

Bornhorst Seeds 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.

Cont-2/

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. Bornhorst Seeds unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

Bornhorst Seeds 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,

Rajesh Jain
Director

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:

Brenntag Canada is a chemical and ingredients distribution company that operates multiple sites throughout Canada serviced directly by the CN railway. Brenntag as a provider of essential services and products many of which are purchased from various suppliers from within the United States.

Brenntag Canada supports CN's acquisition of KCS as the benefits of a CN-KCS railway would allow CN to offer faster, safer, cleaner, and more direct service for our product supply for our North – South supply sources into the Canadian essential services market.

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 into our various sites. 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.

Brenntag's wide network of supply sources and Canadian distribution sites is highly dependent on the CN rail service, intermodal offerings and modal combinations that allow for the safe, fast, clean and direct service required to maintain the fluidity of our vast product distribution of chemicals and ingredients that support industry throughout Canada.

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 distance on many key routes into our sites. 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 Hexane, Methanol, Ethylene Glycol, N-Propyl Alcohol to name just a few of the products moving from Alabama, Tennessee and Texas into our sites in Ontario, Quebec and Western Canada.

-CN's significant experience providing seamless intermodal service throughout their network and across borders assists Brenntag in our efforts of reducing the over the road traffic.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Brenntag unequivocally supports approval of CN's voting trust. We believe CN's proposed voting 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, Brenntag 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.

Brenntag 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,



Ursula Bagnato

Transportation Relationship Manager



2025 Falcon Road • Kamloops, BC V2C 4J2 • Phone (250) 372-1191 • Fax (250) 372-2976

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:

Brentwood Enterprises is a supplier of Hytracker Equipment, Excavators, Cranes, Truck & Lowbeds and other heavy equipment to the rail industry for emergency services, switch & crossing installation, grading & drainage, undercutting & earthworks projects as well as the transportation of rail equipment.

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 beneficial to the overall economy.

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

Brentwood Enterprises supports CN's proposed acquisition of KCS.

Sincerely,

Jamie Littke
President

cc: Parties of Record

Briercrest Grain Limited
Box 157
Briercrest, SK S0H 0K0

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:

Briercrest Grain Limited is a car loading site on the CN Line. We order and release cars for various Buyers to their requested destinations such as Vancouver, Mexico and Thunder Bay. The Products we ship are Cereal Grains and Pulses. CN's overall service has been great!

Briercrest Grain Limited 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:

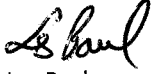
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Pulses] from Briercrest, SK, to Mexico.
- CN's significant experience providing seamless intermodal service throughout their network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

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Briercrest Grain Limited unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in

making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

Briercrest Grain Limited 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 "Les Paul", written in a cursive style.

Les Paul

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: Acquisition of Kansas City Southern by Canadian National

Dear Ms. Brown,

I am writing to you as the Executive Director of Cargo Montreal. We are the logistics and transportation metropolitan cluster of Montreal. Our mission is to bring together all Greater Montreal area freight transport and logistics stakeholders whose activities promote Montreal as an industry hub around common goals to increase cohesion, competitiveness, growth, and reach to market. Cargo Montreal's members produce and ship a large variety of commodities to national and international markets.

Cargo Montreal firmly supports the acquisition of Kansas City Southern (KCS) by a Canadian Class 1 railroad company, such as Canadian National (CN), because of the several benefits such a transaction would generate all along the supply chain.

This would result in opening and accessing more markets for shippers in North America in respect to the USMCA spirit and goals, where the integration of the supply chain is key. Moreover, we strongly believe that the new combined company would produce a more economical rail option for our members and unlock large potentials of the networks across America.

We are confident that a deal between CN and KCS would be beneficial to low-carbon objectives of both the United States of America and Canada, since Canada's Class 1 railroads companies are already showing leadership in fighting against climate change and also because transportation by rail is the most energy-efficient method of moving freight over land.

Therefore, Cargo Montreal strongly believes that an acquisition of KCS by Canadian National, a Canadian Class 1 railroad company, would offer a faster, safer, cleaner and a better competitive market access option than the status quo.

As a regulator, the Surface Transportation Board must ensure competition options will remain for shippers with limited downstream consolidation impacts of any potential transaction between two large companies. Cargo Montreal believes shippers will continue to have access to a competitive landscape with, in fact, an improved access to new markets. We are also hopeful that such a transaction could result in cheaper options for our members.

In terms of potential downstream consolidation impacts, past transactions tell us that Canadian Class 1 railroad companies have a great track record of acquisitions; we do not see why it would be any different this time. We trust this transaction would integrate KCS as a partner in an effective and seamlessly way.

At a glance, here are some other reasons why Cargo Montreal is optimistic for a potential transaction:

- A combined company's single-owner, single-operator service, would result in faster transit times, more economical rail option and shorter distances on many key routes;
- Enhanced service and competition linked to this transaction should provide cheaper and more competitive options to our members;
- Customers of both companies would benefit from faster, safer, more direct, and more efficient service. It would most likely reduce our members' equipment costs and increase fleet capacity in terms of total shipments.

For all reasons stated above, Cargo Montreal is expressing support for the acquisition of Kansas City Southern (KCS) by Canadian National (CN), a deal that would greatly improve the North American Transportation Network.

Sincerely,



Mathieu Charbonneau
Executive Director
T : 514-508-2609 ext: 222
Email : mcharbonneau@cargo-montreal.ca

Cat Bottoms Fuel Supply Incorporated

1545 Citrine Trail Tarpon Springs, Florida 34689-2008

727.741.3934 j.r.owens@fccoil.com



May 17, 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:

James Richard 'J.R.' Owens is a long-time customer of the CN from Canada to multiple
North American locations.

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

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



provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

J.R. Owens has railed asphalt, bitumen, carbon black feedstock oil, crude oil, diesel fuel, gasoil, intermediate coker gasoil, light cycle oil, petroleum coke, residual fuel oil, tar and vacuum gasoil over the years originating on the CN served locations connecting to all Class I railroads in the USA.

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 asphalt and diesel fuel from the Canada/USA to Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

J.R. Owens 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,



James Richard 'J.R. Owens
Trader
Cat Bottoms Fuel Supply, Inc.

May 14th, 2021

Dear Mr. Amhed,

I, Ryan Wooten, serve as the CEO of Cattron, where my duties include the overall management and leadership of Cattron. Cattron supports the approval of the proposed combination of CN and KCS.

Cattron is a supplier of proven radio remote control safety and productivity solutions across the rail industry for over 40 years, including FRA regulated Class I, II and III rail operations and non-FRA regulated private rail operations. Our commitment to the rail industry remains strong and grounded in a mutual effort to ensure the safety and efficiency of railyard operations.

CN and Cattron have been partners for 15 years. We do not anticipate an impact to our ability to provide continued solutions, services and support as a result of this change. As a supplier, we have stood beside the industry and supported it throughout its ongoing evolution and changing market dynamics. We feel confident in our ability to support this type of transaction and adapt as needed to the changing circumstances.

From a supplier perspective, the transaction strongly supports continued growth and investment in the North American rail network. The new transportation services that CN-KCS will offer should stimulate growth in rail transportation overall, provide new competitive options that support growth at CN-KCS, and shift freight from trucks on the highways to the rail system. All of these things support economic and employment growth throughout North America under the USMCA trade agreement. We believe that growth will support investments in new rail capacity that benefits shippers, the public and suppliers such as Cattron.

We see the transaction as beneficial and do not anticipate a negative impact to the environment, competition, safety of operators or other public interests. We look forward to seeing the transaction close and the benefits achieved as quickly as possible.

Sincerely,



Ryan Wooten
CEO



May 12, 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,

CFT Corporation is an international freight forwarder that utilizes CN Rail for the movement of agricultural commodities in 20' and 40' ocean equipment from the US and Canada to the North American ports.

CFT 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.

CFT Corp. would welcome additional rail services on the North and South trade corridor to enable more movement of grains in that direction then to ship out of Canadian ports only.

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

For example:

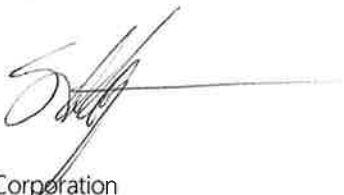
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of specialty grains from North America to overseas markets.
- CN's significant experience providing seamless intermodal service throughout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

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. CFT 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, CFT 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.

CFT 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,

A handwritten signature in black ink, appearing to read 'S. Pocklington', with a long horizontal line extending to the right.

CFT Corporation
Steven Pocklington
President



Classic American Hardwoods, 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:

Classic American Hardwoods is a long-term CN lumber customer and ships lumber products from Memphis to both Canada and Mexico through the use of rail.

Classic American Hardwoods 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 rail abilities onsite and being a Memphis based company having multiple options via transport of our products is a large benefit to our success.

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. Classic American Hardwoods unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

**1245 North 7th Street
Memphis, TN 38107**

**Office: (901) 522 - 9663
Fax: (901) 522 - 9664**



Classic American Hardwoods, Inc.

Classic American Hardwoods 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,

J.K. O'Brien

Sales Manager

Classic American Hardwoods, Inc

North American Sales

jobrien@cahmemphis.com

P: 901.522.9663 EXT. 5383

C: 901.497.9250

F: 901.522.9664

www.cahmemphis.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:

ComAgro inc. is a grain trading/storage/transportation and through-put company. We have a storage capacity of 36000mt and rail services for units of 100 cars at a time.

We have been doing business with CN since at least 1986 (always in the grain business) and have always been satisfied with services rendered.

ComAgro 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 deal over 400K mt of grain per year, 250K of which comes by rail.

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 US Corn, Soya meal, Wheat.

- 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. ComAgro inc. unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

ComAgro 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,



Luc Dvaranauskas
CEO

cc: Parties of Record



CURRICANES OUTDOORS, S.A. DE C.V.

Carretera 57 Km. 195, Zona Industrial
San Luis Potosí, SLP, 78395

Tel. 01 800 PESCAR1, 01 444 8248703

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:

CURRICANES OUTDOORS SA DE CV is a company dedicated to selling watersports products including Sportfishing, Archery and Kayaking. The relationship with CN has been really good and prosperous because they are the ones in charge of bringing the full loads all the way from Canada to San Luis Potosí, Mexico. Prior to this relationship, our company had to deal with numerous problems originated from moving a truck load via highways, including a lot of extra expenses.

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

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

As stated before, we really need to keep moving loads through Railroad because it is cheaper, faster, and cleaner because our supplier is all the way to Canada, this has been a very good way of importing the products all the way 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 Kayaks and Plastic boats from Canada to Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Shipping low costs and speed (compared to highway costs)

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. CURRICANES OUTDOORS SA DE CV unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

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

Sincerely,



PATRICIO BENAUTE PIÑERO
General Manager

cc: Parties of Record



Distributions BASS Inc.
2303 Boul. Curé-Labelle
St-Jérôme, Quebec, J7Y 5E9

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:

Distributions Bass Inc / QuebecHydraulique.com is a supplier for the hydraulic parts and specials tooling. We make sure that we offer the service for them to be always efficient and running in operation. It's been 9 years and are very happy to be part of the success that CN is having during does years. This company and employee's work hard for the Canadian market every day and are very proud !

Distributions Bass Inc / QuebecHydraulique.com 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.

Distributions Bass Inc / QuebecHydraulique.com 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,



Sébastien Dufour, Président



Joelle Bouchard, Directrice Générale

cc: Parties of Record

ERNIE'S TRAILER SERVICE

863 60TH ST E, SASKATOON SASK

S7K 5Z7

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:

Ernie's Trailer Service provides equipment repair services to CN's container fleet at the Saskatoon Sask CN location.

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

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.

ERNIE'S TRAILER SERVICE 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, 

Kenneth Price director

cc: Parties of Record



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

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

Dear Ms. Brown:

Eurovia Quebec Construction is a supplier of Civil and paving works to the rail industry. CN is one of our customers since for over 30 years

Eurovia Quebec Construction 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.

Eurovia Quebec Construction 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 'Marco Plante', is written over a light blue circular background.

Marco Plante
Chenail Agency Director
Eurovia Québec Construction



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:

FRISA FORJADOS SA, DE CV is a company that originates from Monterrey NL, we are dedicated to the production of flanges, and we use railroad flatcars to transport them, our yard is serviced by the KCSM, we have clients that we reach through the CN tracks, primarily in the Trois Rivières QC area.

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

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

We need you to help us with the improvement in the service of:

- Improve service times of entry and "pull" of cars in our yard
- Assignment of empty cars to load.
- Crossing times at the Laredo border.

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.

A handwritten signature in blue ink, appearing to be "J. Brown", located at the bottom left of the page.



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 FLANGES from Monterrey, NL to USA and Canada.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- We seek that by having routes integrated with a single railroad, the transit and cost conditions are better than those we currently have.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. FRISA FORJADOS SA, DE CV unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

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

Sincerely,



JORGE NONELL CORDOBA
LOGISTICS
FRISA FORJADOS SA DE CV

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:

Grupo Aduanero MS, S.C. is a Mexico Customs Brokerage firm operating in the most important customs ports of the country. With 8 operational offices in the USA and Mexico, and over 150 employees, Grupo MS has established itself as a highly specialized foreign trade solutions provider. One of our areas of specialization is the provision of intermodal customs clearances in the ports of Monterrey, NL and San Luis Potosi, SLP.

Grupo MS supports any investment that will improve the intermodal services route because of the superior benefits a stronger railway would bring by offering increased capacity volume and faster, safer, cleaner and more direct service for North-South trade.

The intermodal services infrastructure in Mexico is in dire need of improvement. Intermodal transportation is an excellent choice for companies to access Central Mexico and North American markets in a safe and cost efficient way.

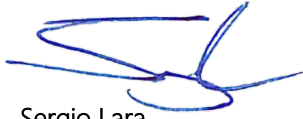
We believe that a combination of CN and KCS would help improve the rail system and infrastructure. The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely 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 from Central Mexico to the USA and Canada, and vice versa.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Faster transit times and increased container and rail car capacity.

Grupo Aduanero MS, S.C. 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, consisting of a stylized 'S' followed by a horizontal line and a loop.

Sergio Lara
Director General
Grupo Aduanero MS, S.C.

cc: Parties of Record



Guelph Historical Railway Association Inc.
Po Box 21054, 35 Harvard Rd, Guelph, Ontario. N1G 4T3
Internet: www.ghra.ca Email: inquiry@ghra.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 Guelph Historical Railway Association is a community organization that partners with CN to pursue our mutual goals in Guelph Ontario Canada.

The Guelph Historical Railway Association 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.

For example:

- The combined company's single-owner, single-operator service would enhance customers ability to be competitive in the markets in which we operate, benefiting important sectors of our economy such as lumber, forestry, steel and automotive traffic
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- CN's strong commitment to engage with local communities and support to local stakeholders.
- Strengthening the North American Economy with single line shipping service

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. The Guelph Historical Railway Association unequivocally supports approval of CN's voting trust. We believe



Guelph Historical Railway Association Inc.
Po Box 21054, 35 Harvard Rd, Guelph, Ontario. N1G 4T3
Internet: www.ghra.ca Email: inquiry@ghra.ca

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, Guelph Historical Railway Association 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 Guelph Historical Railway Association 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,

Stephen C. Host, P. Eng.
President
Trevor Blatherick
Vice President
Guelph Historical Railway Association

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:

On behalf of the administration of Halifax Regional Municipality, I am writing in support of CN's acquisition of KC.

The Halifax Regional Municipality (HRM) is Atlantic Canada's gateway to the world. On any given day, products like foreign-bound pulp and paper, rubber tires, chick peas, blueberries and lobster are expedited through Halifax, while car parts, apparel, furniture and an array of other manufactured goods come through our port to be transloaded and shipped to distribution centers and stores throughout North America.

Major retailers, wholesalers, third party logistics providers, and shipping lines have chosen the Halifax Gateway for its efficiency, reliability and transparency. A CN-KCS railway would strengthen Halifax's transportation and logistics business case by offering even faster, safer, cleaner, and more direct service for North-South trade. This will attract greater investment to the municipality and by extension, help Nova Scotian, North American and global businesses grow.

CN is a valued and trusted community partner that has proactively worked with HRM and the Port of Halifax to reduce truck traffic in the downtown core. CN's strong track record of success with service, intermodal and safety gives us confidence that a combined CN-KCS would be best

positioned to serve the needs of our residents and businesses. Additionally, CN's successful track record of acquisitions provides assurance that CN will efficiently integrate with KCS.

The combined company would create a network with enhanced service which will result in a faster, safer and more economical rail option reducing the reliance on long-haul trucking. A CN-KCS rail line will provide shorter distances on many key routes and allow seamless service that would not be available through KCS, should it move forward with an alternative combination.

The Halifax Regional Municipality is confident in and strongly supports CN's proposed acquisition of KCS.

Kind regards, amitiés, wela'lioq,



Jacques Dubé,
Chief Administrative Officer

Tel 902.490.4015

Email dubej@halifax.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:

Hutton Forest Products is an active customer of CN for over 15 years. CN has provided a safe and reliable service, moving our product from Calgary, AB to many of our destination requirements and has been a big part of our success.

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

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

At Hutton forest products, Sales and distribution drives our business to success. Therefore transportation plays a massive part in our supply chain. We distribute our product using many logistics resources such as; Rail, over-the-road trucking, and ocean freight to deliver our promise to our customers. If CN acquired the KCS network, this could increase our business and reduce our carbon footprint and increase our commitment to a cleaner planet by moving more freight by Rail than over the road.

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:

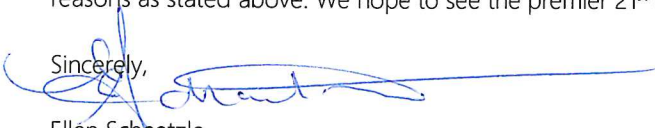
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of MDF wood Products from Canada to the USA.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Reduce our carbon footprint and increase our commitment to a cleaner environment by moving more freight by Rail than over the road
- Cost savings due to increase business with CN's network

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Hutton Forest Products 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, Hutton Forest Products 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.

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

Sincerely,



Ellen Schaetzle
Hutton Forest Products
Director Of logistics

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:

Innovative Transport Solutions (ITS) is an intermodal service provider & equipment manufacturer for CN and/or KCS for automotive business going from Canada to Mexico for over the past 8 years.

Innovative Transport Solutions (ITS) 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 will continue to 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 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.

Innovative Transport Solutions (ITS) works with the CN/KCS regularly on turning long-distance flatbed hauling to door-to-door intermodal rail with a product we manufacture called the Mobile Transport Tray (MTT). ITS works with CN/KCS on door-to-door intermodal rail from the U.S. to Mexico and believe this merger will allow us to continue using their reliable intermodal service and continue to grow our business.

Innovative Transport Solutions (ITS) 1151 N Wood Dale Rd, Wood Dale, IL 60191
Phone: (630) 350-2402 Fax: (630) 350-2403



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 business from Mexico to Canada and back to the U.S. Midwest.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- CN's the only railroad connecting Canada's Eastern & Western coasts with the U.S. South through nearly 20k-mile rail network. They also have a built-in speed advantage around CHICAGO, along with superior know-how at the borders, with unmatched success with container freight and multiple connection points to foster greater innovation, choice and competition. This is what our international clients rely on for the overseas shipments.

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

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

Innovative Transport Solutions (ITS) 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.

Innovative Transport Solutions (ITS) 1151 N Wood Dale Rd, Wood Dale, IL 60191
Phone: (630) 350-2402 Fax: (630) 350-2403



Sincerely,

A handwritten signature in blue ink, appearing to be "W. Gerst", with a long horizontal flourish extending to the right.

William S. Gerst
Business Development Manager
International Intermodal



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:

Integrated Industries is a full service supplier of intermodal services including container/chassis maintenance & repair, storage & depot services, Chassis refurbishment programs, trucking, and equipment sales that include container modification. We currently operate the chassis lot out CN Joliet Facility in Illinois.

Integrated 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.

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.

Integrated Industries 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,

Jose Canales Jr – GM Chicago
Jcanales@amsiic.com



Edmundston, NB
Date: 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:

IPL Plastics Inc. has been working with CN for a number of years since they have been shipping some containers from the Montreal ramp to Western Canada and we have seen a lot of good benefits from that process and very good support from the CN team in the daily transactions and communications.

IPL Plastics Inc. 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 have a production facility located in Kansas City and the CN/KCS railway would be beneficial to us in shipping raw materials and finished goods between facilities at a lower cost.

Since we are servicing our customers located in North America, we strongly believe that a combination of CN and KCS would help us be more competitive since we are producing our products in Eastern Canada which is a very long way from 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 also started using CN's service to bring our raw materials directly from the Gulf of Mexico to our local town of Edmundston. A combination of CN/KCS might be beneficial for us in that lane.



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. IPL 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, IPL 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.

IPL Plastics 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.

Yours sincerely,

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

Eric Harquail
Supply Chain Management Director

cc: Parties of Record



May 17, 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 Joliet Region Chamber of Commerce & Industry is a valued partner that has enjoyed a great working relationship with CN since they have acquired the EJ&E railway in our region. Our chamber of commerce 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 local business users thrive in our market. 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 the needs of their customers. 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 region has seen a tremendous amount of growth in the warehouse, logistics, transportation, and distribution industry. Local leaders understand the importance of having a quality organization that is willing to work on various levels to ensure a positive quality of life.

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.

Our chamber is confident in and strongly supports CN's proposed acquisition of KCS for 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 'Jen Howard'.

Jen Howard
President
Joliet Region Chamber of Commerce & Industry

Joliet Region Chamber of Commerce & Industry
116 N. Chicago Street | Suite 110 | Joliet, IL. 60432
815.727.5371 | info@jolietchamber.com | www.jolietchamber.com



Enrique Prieto
Chief Executive Officer
Key Capital, S.A.P.I. de C.V.
Av. Insurgentes Sur 1443, 10th Floor
Col. Insurgentes Mixcoac
Mexico City, Mexico 03920

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

May 18, 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:

Key Capital is an engineering, finance, and legal consulting firm with a strong specialization in infrastructure and railway. According to *Consultoría* magazine, we are ranked 7th among the most important consulting companies in Mexico. Our team has directly or indirectly participated in each one of the most important railway projects of the last decade in Mexico. Speaking in railway miles, we are the company with the most technical, legal, and financial studies in Mexico. It is also important to mention that we have advised all the public entities related to the sector in our country (rates, regulation, planning, design, research, etc.) and we have advised several state governments that want to improve the railway service and infrastructure in their states.

Based in a deep knowledge of this industry, its regulatory framework, dynamics, bottlenecks, needs and challenges, its rates, clients, and competition, among many other factors, is why Key Capital supports CN's acquisition of KCS. The benefits of a CN-KCS railway are superior and bring the most advantages for the United States of America, Canada, and Mexico.

We believe that the new CN-KCS means a better economic and industrial integration for our countries, promoting economic development, growth, employment generation and a better stance for Mexico and its T-MEC partners facing tough competition in the international arena.

We do not see an overlap in the network of the new Class I CN-KCS railroad, we see it as the best option for our country, and for North America. An option that would enhance competition in our country and would increase the competitiveness of the T-MEC.



Some examples of the superior benefits of a CN-CKS merger are:

- It provides better logistics and integration for OEM Plants and auto parts factories in North America, increasing the landing of more Asian auto part factories to the three countries.
- It provides more options to address gasoline and diesel shortages in Mexico. Even though we are an oil producing nation, we only have six refineries operating at half capacity, and we only have fuel reserves for two or three days. We need a cost-efficient and seamlessly railway access to the refineries in Mississippi, Alabama, and Missouri, since we will not solve this issue in decades.
- It can reduce congestion of US Ports by increasing the use of Mexican ports.
- It would increase the competitiveness of roll-off rail ferries and the products they transport to and from southern Mexico (Mobile - Coatzacoalcas).
- It will reduce the cost of grains for farmers in Aguascalientes, San Luis Potosi, Guanajuato, and Jalisco states, by providing more access to US markets and by promoting competition.
- It will level the field for competition once Mexico adopts full network access in about a decade.
- It will provide a direct access for Mexico to the strategic railway heart in Chicago.

Additionally, a stronger Class I railroad servicing Mexico, with a strong balance sheet, will definitively help to address historical bottlenecks in KCSM's network that have restricted their railway access to Guadalajara, the second largest city in Mexico; to Altamira port, the fourth most important port in Mexico; and loading gauges in San Luis Potosi tunnels that considerably reduce the competitiveness and connectivity of at least 6 of the most developed states in Mexico, by inhibiting their access to the Gulf of 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.

Key Capital also supports approval of CN's voting trust. This outcome will allow KCS and its shareholders to make a fair and informed decision when choosing between the competing offers.

Key Capital is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We do not anticipate any negative impacts to the competition, to safety, to the environment or to the public interest. We will be happy to discuss these and other benefits with further detail with the Board if you deem it appropriate.

Signed,

Enrique Prieto Flores

Enrique Prieto
CEO
Key Capital

cc: Parties of Record

KG Johnson (USA), Co.

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:

KG Johnson (USA), Co] is an international logistics company conveying consignments of temperature-controlled commodities and over the years we have had exceptional relationship with CN Rails perishable service.

KG JOHNSON (USA), Co. 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.

Benefits include:

- 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. Compared to other transportation modes, rail is the most fuel-efficient method of moving freight over land. CN can help customers reduce GHG emissions by leveraging rail for the long haul and trucking over shorter distances

- Together, CN and KCS would have a robust network of end-to-end single-owner, single-operator services from Mexico to Canada – more than any other Class I railroad – with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.
- The merger will create new market reach and expand market options for both sourcing of inbound and outbound opportunities. This seamless North South connectivity will help further integrate North American supply chains.
- Furthermore, this transaction would provide shorter distances than would be offered by the proposed KCS and CP transaction on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. KG JOHNSON (USA), CO. unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

KG JOHNSON (USA), CO. 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,



Kim Johnson,
President,
KG Johnson (USA), Co.
2696 Chelsea Place,
West Vancouver, BC Canada
V7S 3E5

KRONOS CANADA INC.
3390, boul. Marie-Victorin
Varennnes, (Quebec) J3X 1T4

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:

Kronos Canada Inc. is doing business with CN since over multiple decade. Our business cannot function without the CN. The service level and expertise that we get from them is really important for us. We are using rail car for our raw materials and also to serve our customers. They provide us the support needed at the facility to operate our business on a safety way and on an efficient way. We are really please with this partnership.

Kronos Canada 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 want to use rail for our shipments in USA. With the service level that we get with the CN in our facility, it will be a huge advantage to increase our partnership with the 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.

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 Dry pigments from Varennes to Norfolk, VA and Houston, TX.
- 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. Kronos Canada Inc. unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

Kronos Canada 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,



Josselin Bedard
Logistics Director for Canada

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:

Lambton Diesel Specialists has been specializing in the maintenance, repair, and overhaul of locomotives for close to 30 years in Sarnia ON. Our facility connects directly with CN's mainline, which has been an integral part of the success of our company's service offerings to our customers throughout North America.

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

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

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

For example:

- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway
- Create new southern US market reach for sourcing inbound customer opportunities
- A seamless single line 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. Lambton Diesel Specialists 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, Lambton Diesel Specialists 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.

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

Sincerely,

A handwritten signature in black ink, appearing to be 'JT' with a stylized flourish extending from the top right.

Jeff Thompson
Lambton Diesel Specialists
120 Scott Road
Sarnia, ON N7T 7H5

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

We at Les Fermes Michel Riendeau ship predominately from the US to Canada and see the CN network today as something we look at to explore new gateways with our respective locations. The potential of these new reaches because of the proposed CN-KCS network could and would create new opportunities to further allow Les Fermes Michel Riendeau to meet its expectations on growth projections to better serve our customers. Overall, the experiences with CN services has exceeded our expectations.

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

We believe that a combination of CN and KCS would help us to win in our current markets and future markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to 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.

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

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.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Les Fermes Michel Riendeau 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, Les Fermes Michel Riendeau 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.

Les Fermes Michel Riendeau 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,



Bill Welker

Director of Transportation

Phone: 631-591-5392

Cell: 443-994-4260

Email: bwelker@hapcofarms.com



cc: Parties of Record

LOWFREIGHTRATE.CA

10520 YONGE STREET UNIT 35B STE #226 RICHMOND HILL, ONTARIO, L4C 3C7

TEL: 647.351.4441 ADMIN@LOWFREIGHTRATE.CA

May 19th, 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:

Lowfreightrate.ca LTD is a dynamic and competent shipping organization that is oriented to providing wide spectrum of shipping services from LTL and FTL shipping to intermodal and ocean cargo transportation. Lowfreightrate.ca LTD ships intermodal with CN from Western Canada to Eastern Canada and is working with CN closely to expand our reach.

Lowfreightrate.ca 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.

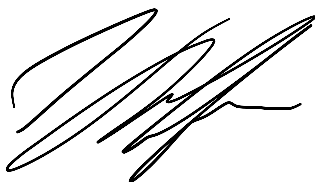
Benefits include:

- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway. Compared to other transportation modes, rail is the most fuel-efficient method of moving freight over land. CN can help customers reduce GHG emissions by leveraging rail for the long haul and trucking over shorter distances
- Together, CN and KCS would have a robust network of end-to-end single-owner, single-operator services from Mexico to Canada – more than any other Class I railroad – with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.
- The merger will create new market reach and expand market options for both sourcing of inbound and outbound opportunities. This seamless North South connectivity will help further integrate North American supply chains.
- Furthermore, this transaction would provide shorter distances than would be offered by the proposed KCS and CP transaction on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Lowfreightrate.ca LTL unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

Lowfreightrate.ca LTL 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 'HJ', with a stylized flourish at the end.

Hassan Jaffer – President

LowFreightRate.ca LTD - 10520 Yonge St. Unit #35B, Suite #226 | Richmond Hill, On. L4C 3C7 |

McCain México, S.A. de C.V.
Av. Santa fe No. 505 Piso 6

Col. Cruz Manca

Del. Cuajimalpa de Morelos C.P. 05349



Mexico City May 18th 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:

McCain Mexico is developing with CN an option to move frozen French fries from Canada/ US to Mexico becoming on a great opportunity for both companies to growth our business.

McCain Mexico 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 record of accomplishment 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 record of accomplishment of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and collaborate with KCS.

McCain is looking to use more intermodal transport in T-MEC region to optimize the cost , it is important to mention that our products are frozen due to CN needs to expand rails to provide more services to satisfy our 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 French fries and appetizers from Canada and US to Mexico.
 - CN's significant experience providing seamless intermodal service throughout their network and across borders.
- 1.
- Increase our payload in every shipments, which means cost reduction per kilo as well use less trucks that means reduction of CO2 emissions.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. McCain Mexico unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

McCain 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,

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

Geovani Gonzalez
Logistics Manager



MIDWEST ENERGY & COMMUNICATIONS

60590 Decatur Road
Cassopolis, MI 49031

800.492.5989
teammidwest.com

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:

Midwest Energy & Communications (MEC) is transforming the rural space by delivering first-in-class innovations and solutions where others won't, namely by building and offering Electric, Fiber-Optic Internet, Phone, and Propane service throughout southern Michigan and northern Indiana and Ohio.

MEC supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring, specifically to Michigan by offering faster, safer, cleaner and more direct service for North-South trade, including potential new economic development opportunities for Michigan.

MEC owns and is developing a 350-acre rail-served industrial park in Southwest Michigan (www.imaginesmartpark.com). We believe that a combination of CN and KCS would create additional interest in our development from rail users who see the benefits of now being able to connect directly with Texas and Mexico, something that the CP-KCS acquisition would not create.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. MEC 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, MEC 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.

MEC 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. Robert L. Hance
President & CEO

cc: Parties of Record



May 10, 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 a 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 Upper Midwest. We believe that this combination would serve Minnesota and our region well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to our members and our regional economy.

For many years, CN has been an integral part of the transportation system in Minnesota. Their freight railroad safely and reliably connects Minnesota businesses, large and small, to markets around the world. Equally important, as the most fuel-efficient railroad in North America, CN is a leader in sustainable transportation. Its combination with KCS will allow for the movement of more products by rail, helping to reduce greenhouse gas emissions and freeing up capacity on already congested roads and highways.

Any railroad merger should preserve and strengthen, not lessen, competition in North America. We believe the proposed combination of CN and KCS is well positioned to provide faster, more direct, and more efficient service. As such, we encourage a thorough review of the proposal by the Board and trust that such a review will confirm the benefits to be realized. As part of that review, we also encourage the Board to review CN's voting trust agreement in a way that will ensure a level playing field with other bids.

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

Sincerely,

A handwritten signature in black ink, appearing to read "DL", is placed over a light gray rectangular background.

Doug Loon
President
Minnesota Chamber of Commerce

400 Robert St. North, Suite 1500, St. Paul, MN 55101
www.mnchamber.com



326 Lady Valentina Avenue, Maple, Ontario, Canada L6A 4T2
Tel. 905.770.5258 | Fax. 905.770.2764 | info@nashvillegen.com
www.nashvillegen.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:

Nashville Generic Product is an import and exporters of Recycled Goods and has been shipping with CN for over four years. Nashville Generic Product ships containers from Nova Scotia and Alberta to Ontario.

Nashville Generic Product 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.

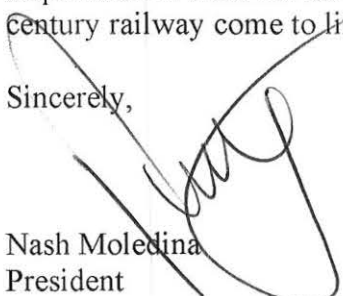
Key benefits include:

- 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.
- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway. Compared to other transportation modes, rail is the most fuel-efficient method of moving freight over land. CN can help customers reduce GHG emissions by leveraging rail for the long haul and trucking over shorter distances
- The merger will create new market reach and expand market options for both sourcing of inbound and outbound opportunities. This seamless North South connectivity will help further integrate North American supply chains.
- CN and KCS would provide shorter distances 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.
- CN's safety culture, superior technology and operating experience would ensure safe operations across Canada, the U.S. and Mexico.
- 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

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Nashville Generic Product unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

Nashville Generic Product 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,



Nash Moledina
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,

National Forest Products Ltd. has been using CN for almost 30 years, since the inception of the company. During this time, we have had an ongoing excellent relationship. CN has professionally dealt with aiding, supporting and facilitating our shipping requirements. They have grown to be an intricate part of our business in moving our lumber products from the Western to the Eastern region of Canada.

National Forest Products 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.

National Forest Products Ltd. uses intermodal, rail car and trans-shipping to move its products. These services meet our needs. We use BNSF as a connecting line to the CN line when moving freight out of certain USA locations. With CN-KCS connections this will allow us to service certain markets that we have not been able to competitively ship to.

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of lumber from West to East and from North to South.

Head Office

291 Boler Rd., London, Ontario, N6K 2J9 Phone (519) 474-0600 Fax (519) 474-0165



- 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. National Forest Products 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, National Forest Products 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.

National Forest Products 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 "Dan Plouffe", with a long horizontal line extending to the right.

Dan Plouffe
President

cc: Parties of Record

Head Office

291 Boler Rd., London, Ontario, N6K 2J9 Phone (519) 474-0600 Fax (519) 474-0165



KRIEGER | worldwide®

NORMAN KRIEGER, INC

International Freight Forwarder | Customs Broker | 3PL

FMC License 2435N/F CHB License 9133

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:

Krieger Worldwide is a Freight Forwarder that utilizes the CN Railway to move our client's cargo all throughout Canada. We are very excited about this partnership to ensure our service to our clients.

Krieger Worldwide 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 move cargo From LA Ports / OAK Ports inland thru the UP & BNSF Rail Systems, as well as move cargo from Canada all the way thru to Mexico. Our Clients utilize the hopper cars to move food items all thru out North America and beyond.

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 India to 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. Norman Krieger 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, Norman Krieger 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.

Norman Krieger 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 be 'N. Krieger', with a long horizontal line extending to the right.

Norman Krieger Inc
Director of Business Development

cc: Parties of Record



May 20, 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:

North Thompson Rail Terminals is a multi-commodity transload facility located in Kamloops British Columbia, adjacent to the CN rail yard. Our terminal can load and unload multiple carloads of bulk, liquid and forest products, we also plan to add automotive and intermodal services in the future. Our customers ship and receive products around the globe, we are excited the proposed CN/KCS merger will open additional ports and rail corridors in the North American markets providing cost benefits through:

- seamless transborder operations
- reduce interchange and switching car dwell
- reduce railcar cycle time
- provide an opportunity to downsize railcar fleets.

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

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

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. North Thompson Rail 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, North Thompson Rail 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.

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

Sincerely,

Corey Bitz – President & CEO

North Thompson Rail Terminals

corey.bitz@ntrt.ca



NBF

Northway Bulk Fuel

928 Marion St.

Winnipeg, MB

R2J 0K8

May 13, 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:

Northway Bulk Fuel is a fuel transportation services supplier to CN located in Winnipeg, Manitoba, Canada and have been a supplier to CN in this capacity since 2016.

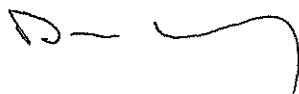
Northway Bulk Fuel supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Northway Bulk 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, Northway Bulk 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.

Northway Bulk Fuel 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,



Don Kennedy
Owner
Northway Bulk Fuel
Winnipeg, Manitoba, Canada



OLYMPIA

TRANSPORTATION 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:

Olympia Transportation Ltd. is a third-party logistics company providing drayage and warehousing services in the Metro Vancouver area. Our relationship with CN dates over 15 years for railcar loading and unloading at our warehouse facilities and the last 5 years on the drayage side of the business. Annually we order in over 4500 boxcars, intermodal and centerbeam railcars.

Olympia Transportation 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.

Olympia Transportation 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,

Baljinder Sandhu, Director

cc: Parties of Record



May 14, 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,

Origin Floors is an importer of hardwood flooring and luxury vinyl flooring. Having
containers of flooring arrive at various ports, both in the United States and Canada, the
rail system is critical to our supply chain.

Origin Floors 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, which is essential especially during these pandemic times.

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

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS
shareholders. Origin Floors unequivocally supports approval of CN's voting trust. We

P.O. Box 16929
Memphis, Tennessee 38186

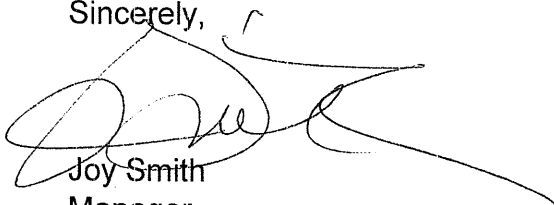


believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by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

To ensure fair and transparent review of CN's voting trust, Origin Floors 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.

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

Sincerely,



Joy Smith
Manager

PANDROL

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:

Pandrol is considered a critical supplier for rail infrastructure for CN and work closely with them to maintain the safety and stability of their track. We have been partners in this capacity for more than 40 years supplying rail fastening and welding solutions.

As such a supplier, including to all 7 Class I railroads, 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 cognitive 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.

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

Sincerely,



Breen Reardon
President, North America

cc: Parties of Record



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

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

Dear Ms. Brown:

Rideway Transport Ltd is one of the leading freight forwarders in the Lower Mainland of British Columbia since 2007, working with major suppliers, transport companies and the Vancouver Port. We have a very good business relationship with Canadian National Railway Company in moving their containers since our inception. Their support to us in the space of freight movement has been instrumental in stabilizing our bottom line.

Rideway Transport Ltd enthusiastically 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 as well as 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.

Rideway 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,

Manjit Sandhu
Director

cc: Parties of Record

RIMEX

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:

Rimex Supply Ltd has been supplying wheels for container handlers to CN for past 20 years. Also we do inspections for the wheels on a yearly basis.

Rimex 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.

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.

Rimex 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,



David Peet
General Manager
Rime supply Ltd



Chipilo, Puebla, May 18th 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:

SANTA FE HACIENDA FURNITURE S DE RL DE CV has been working with CN for more than 15 years and we have always received excellent service, we can trust our shipments to them.

SANTA FE HACIENDA FURNITURE S DE RL DE CV supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

Our Company's transportation needs are focused on meeting the expectations of our customers with optimal transit times and good rates.

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 with US and Canadian customers.



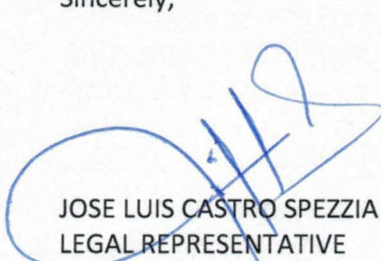
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. **SANTA FE HACIENDA FURNITURE S DE RL DE** 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, **SANTA FE HACIENDA FURNITURE S DE RL DE** 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.

SANTA FE HACIENDA FURNITURE S DE RL DE 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,


JOSE LUIS CASTRO SPEZZIA
LEGAL REPRESENTATIVE

 REG. FED. DE CONT.
SFH1103108F7
SANTA FE HACIENDA FURNITURE, S. DE R.L. DE C.V.
CARR. FED. PUEBLA - ATLIXCO KM. 13.8
NAVE A CHIPILO, PUEBLA.
TEL. (222) 283-0590 / 283-0591 FAX. 283-0480 / 283-0481
www.santafehaciendafurniture.com

Cc: Parties of Record

Santa Fe Hacienda Furniture, S. de R.L. de C.V.
Km. 13.8 Carretera Federal Puebla-Atlixco Nave A
Chipilo de Francisco Javier Mina, San Gregorio Atzompa, Puebla 74325
Tel. + 52 222 2830590/91

Montreal, May 20, 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,

Sayona Quebec and CN have had a good relationship for several years. On a personal note, I have had a good relationship with CN for many years as well. I have always liked their personalized services and their willingness to help customers find the most efficient, optimal, and least expensive options. They also willingly act as an integrating agent with other partners in the supply chain.

Sayona Quebec 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 reduce our overall logistic costs. 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 insurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Sayona Quebec is about to start up a lithium production plant. CN is the logical choice for the transportation of concentrate to the processing plants. It is likely that some of the material will be shipped to markets in the southeastern U.S. since there are no processing plants in Canada at this time.

The combined companies would create a network with enhanced end-to-end single-owner, single-operator services, 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.

SAYONA QUÉBEC INC.

819 218-3423 info@sayonaquebec.com
169, chemin du Quai, La Motte (Québec) J0Y 1T0

For example:

The combined companies' single-owner, single-operator services would enhance our ability to be competitive in the markets in which we operate, benefiting some of our annual shipments of 160,000 tons of concentrate from northeastern Quebec to the southeastern U.S.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- A fast, regular, and efficient service
- Reduction of greenhouse gases compared to the use of trucks in whole or in part.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Sayona Quebec's unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

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

Sincerely,



Yves Desrosiers, Eng.
Project Manager
Sayona Quebec

cc: Parties of Record



**508 Wynn Road
Elmwood, PE C0A 1H3
902-629-5970 (cell) 902-675-2441 (fax)
skyeviefarms@gmail.com**

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:

Skye View Farms Ltd has been a customer of CN's for many years. We grow seed potatoes and ship to various locations in Canada. Overall, we are pleased with the support we receive from the Potato Team.

Skye View Farms 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.

Our company requires heated containers to be shipped via railcar, and we need our product moved in a timely manner due to the fragility of the potatoes. If this acquisition will enhance the current support we receive, this is a positive move.

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 potatoes from Prince Edward Island to various locations in 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. Skye View Farms 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 a fair and transparent review of CN's voting trust, Skye View Farms 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.

We are confident in and strongly support 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,



Alex Docherty
Skye View Farms Ltd

cc: Parties of Record



107 South Laurel Street
Summit, MS 39666

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:

Summit Plastics has been a customer of Canadian National Railroad for almost 30 years. Our main raw material, polyethylene resin, is sourced from both the US Gulf Coast and Canada and delivered by railcar to our production facility, which employs over 110 American workers. The polyethylene is our life blood and CN is the only carrier that we rely on to provide us with this needed material.

Summit Plastics supports CN's acquisition of KCS. We believe that a combination of CN and KCS would best be 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.

Without CN, our raw material supply would be less reliable and certainly more expensive. A combined company would create an end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us.

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

To ensure fair and transparent review of CN's voting trust, Summit Plastics also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that

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

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

Sincerely,

A handwritten signature in blue ink, appearing to read "Thomas Nathanson", with a long, sweeping horizontal stroke extending to the right.

Thomas Nathanson
Chief Executive Officer

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:

SureSource Commodities LLC. is buyer & seller of agricultural commodities, based in South Western Ontario since 2018. We source various grain commodities from all over the world and domestically within North America. Our relationship with CN is primarily via their intermodal service for imported products into Canada, as well as have shipped some domestic carload & intermodal business over the past few years.

SureSource 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, 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 possibly Mexico, as we expand our capabilities.
- 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. SureSource 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, SureSource 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.

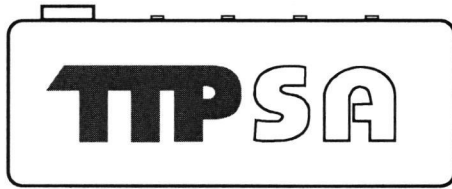
SureSource Commodities is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Barbara McGillivray, President
SureSource Commodities LLC.

cc: Parties of Record



Talleres Industriales Potosinos, S. A. de C. V.

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:

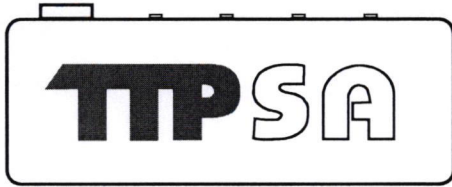
TALLERES INDUSTRIALES POTOSINOS, SA DE CV is in a very special and unique relationship with CN, for a long time they have provided world class solutions to our company in logistic, being a deterministic factor in our efficiency to bring materials across borders seamlessly and securely, giving us peace of mind in every way.

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

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

We currently bring resins, from Alberta, CANADA and manufactured goods from MICHIGAN, as well as from QUEBEC area, solving for us a big hassle, and giving us tranquility knowing all this INTERMODAL operation is happening in very safe terminals.

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.



Talleres Industriales Potosinos, S. A. de C. V.

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.

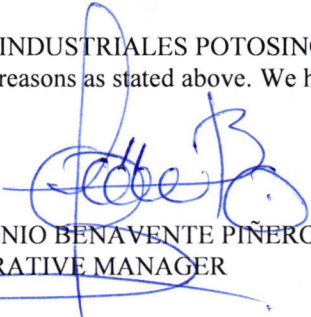
For example:

- 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 POLYETHYLENE PELLETS from ALBERTA to SAN LUIS POTOSI.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- THE RAIL provides efficient transport and not travelling through HIGHWAYS which represents hazardous conditions for automobiles and also the inherent risk of vandalized merchandise or loss of product due to robbery and/or hijacking.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. TALLERES INDUSTRIALES POTOSINOS, SA DE CV unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

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

Sincerely,


JOSE ANTONIO BENAVENTE PIÑERO
ADMINISTRATIVE 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:

TEXEL TECHNICAL MATERIALS INC is recognized as one of the major manufacturers of nonwoven materials for technical use in North America.

TEXEL TECHNICAL MATERIALS 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.

This merger will give us the opportunity to better position ourselves in the American and Mexican Markets, hence, better meet the very diverse needs of our various clients.

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.

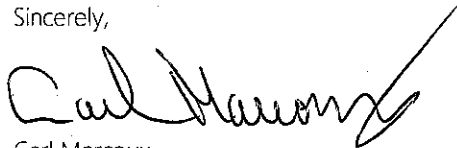
For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting the shipments of our six market segments from Canada to the USA and Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Sustainability is key in our company and we believe CN can help reduce GHG 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. TEXEL TECHNICAL MATERIALS unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

TEXEL TECHNICAL MATERIALS 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,



Carl Marcoux
Service 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

May 17, 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:

My name is Daniel Price and my business address is 40W815 S. Bridle Creek Drive, Saint Charles, IL 60175; PO Box 198, LaFox, IL 60147. I am President of the Transload Distribution Association of North America (TDANA) and I am responsible for leading the organization's Board of Directors and its membership.

TDANA represents the interests of the transloading industry to business and political leaders; advances the technologies, offerings, and standards of practitioners; and increases the visibility of our membership to all shipper industries. As the only association representing transload companies across North America, our organization facilitates partnerships between trans-loaders and shippers, and as such, our membership reach includes hundreds of transload organizations and shippers who conduct business on and transport freight via Canadian National and Kansas City Southern lines. As transloaders, we provide the link connecting shippers' cargo between one transportation mode to another.

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

CN's strong track record of success with superior service, intermodal capabilities and safety gives us confidence that a combined CN-KCS would be 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 and provide shorter distances on many key routes. We support this transaction as a CN-KCS rail will be able to provide the seamless transportation and service.

Sincerely,

A handwritten signature in blue ink, appearing to read 'D. Price'.

Daniel P. Price – President TDANA



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:

Versant Supply Chain, Inc is currently working with CN/KCS on loads from Detroit, MI to Puebla, Mexico; we have been moving this business for about 3 years. Versant has been satisfied with the service thus far and would like to work with CN/KCS to continue this business.

Versant Supply Chain, 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 currently work with CN via a partner on the Mexico business. The partnership has been good and we continue to work to see if there are other opportunities where we can expand our partnership. Versant manages truckload, airfreight, ocean and LTL shipments for our clients and are always looking for different avenues to supply our customer with the service that they need to have a successful supply chain.

The combined company would create network with enhanced end-to-end single-owner, single-operator service that 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. Versant Supply Chain, 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, Versant Supply Chain, 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.

Versant Supply Chain, 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,

Kimberley A Verna

Kimberley Verna
President of Transportation Services

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**

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.

WIRCO 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. Using CN for over 70 years we trust the acquisition will only strengthen the relationship and improve even more the quality of service we currently received. The delivery of our sand is paramount to our business, this merger can only help with the consistency we expect from our suppliers.

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. WIRCO 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.

Global Headquarters / 201 Nicholas Place / P. O. Box 609 / Avilla, IN. 46710

Foundry Division / 1700 W. Washington, Champaign, IL. 61821

Phone: 800-348-2880 / Fax: 260-897-2525 / www.wirco.com



To ensure fair and transparent review of CN's voting trust, WIRCO 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.

WIRCO 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 "Brent Novak".

Brent Novak



HEAT RESISTANT CASTINGS & FABRICATIONS

Brent Novak
Purchasing Agent



Global Headquarters / 201 Nicholas Place / P. O. Box 609 / Avilla, IN. 46710

Foundry Division / 1700 W. Washington, Champaign, IL. 61821

Phone: 800-348-2880 / Fax: 260-897-2525 / www.wirco.com



30 Wilson Street, Ingersoll, Ontario N5C4E8

Tel: 519.485.2777

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:

Zehr Transport Ltd. has been specializing in the production, transloading and distribution of agricultural related products since 1979 in Ingersoll ON. Our facility connects directly with CN's mainline, which has been an integral part of the success of our company's service offerings to our customers in South Western Ontario.

Zehr 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.

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

For example:

- A combined -KCS will improve the North American Transportation Network and create a true USMCA railway
- Create new market reach for sourcing inbound carload opportunities.
- 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. Zehr 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, Zehr 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.

Zehr 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,

Jack Zehr
President
Zehr Transport Ltd.
30 Wilson Street
Ingersoll, ON N5C 4E8

cc: Parties of Record

Congress of the United States
House of Representatives
Washington, DC 20515-2201

May 14, 2021

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

Dear Chairman Oberman:

As Canadian National (CN) recently announced its proposal to combine with Kansas City Southern (KCS), an opportunity which would create tremendous benefits for my home state of Michigan, I write today to request the full and fair consideration of CN's Voting Trust proposal before the Surface Transportation Board (STB).

CN's rail operations provide an invaluable service to communities across Michigan's First Congressional District. Their rail Infrastructure located in Michigan's Upper Peninsula already brings much needed logistical connectedness to key industries, such as forestry. I will always support plans to bolster the economic wellbeing of this region's hardworking families and businesses, and I am confident CN's proposal to acquire Kansas City Southern (KCS) would foster incredible value by facilitating greater integration with rail infrastructure reaching into the southern U.S. and Mexico.

With the STB's affirmative decision on the Voting Trust for Canadian Pacific's proposal, I urge the STB to promptly consider as appropriate the same decision for the identical Voting Trust put forward by CN's proposed acquisition of KCS. I am hopeful the approval of both Voting Trusts will enable KCS to deliberate on the best possible bid. For these reasons and the reasons highlighted above, I urge you and the Board to give CN's Voting Trust proposal your full and fair consideration.

Thank you for your attention to this matter. Please do not hesitate to reach out to my office should you have any questions.

Sincerely,



Jack Bergman
Member of Congress



4 STAR COURIER & LOGISTICS INC

2724 Slough Street, Mississauga, ON, L4T 1G3

Telephone : 905-673-3333

Fax : 905-673-8888

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:

4 STAR COURIER & LOGISTICS INC is in 7 years relationship with CN over shipping freight from PROVINCE OF ONTARIO to WESTERN CANADA.

4 STAR COURIER & LOGISTICS INC unequivocally supports approval of CN' voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

4 STAR COURIER & LOGISTICS INC is proud of our seven 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,



NOOR TEYYAB
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,

Ab Ovo North America, Inc. (Ab Ovo) has been a vendor and implementation partner for Canadian National Railway Company (CN) since 2019, supporting the digital transformation journey for CN.

Ab Ovo North America, Inc. supports CN's acquisition of KCS as this combined rail network would offer faster, safer, cleaner and more direct service between the North and the South. We foresee great growth trade opportunities for 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. At Ab Ovo, we support sustainability and with this merger more truck freight between these countries can move towards Rail.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Ab Ovo North America, 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, Ab Ovo North America, 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.

Ab Ovo North America, Inc. is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see this joint rail network soon.

Sincerely,



Barbara Roos
Managing Director, North America

cc: Parties of Record



May 12, 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 Alabama State Port Authority (ASPA) is responsible for the development and operations of Alabama's seaport terminal facilities at the Port of Mobile. This port is one of the nation's larger seaports in total trade handling approximately 54 million tons annually with roughly 26 million tons of that total volume transiting through ASPA's public terminals. A significant portion of that volume is service by eight Class I and regional railroads carrying merchandise and containerized freight for shippers from across North America. The CN is our second largest railroad and the KCS is the seventh largest railroad by rail car volume handled by ASPA's switching and terminal railroad. The Port Authority's operations alone support over 150,000 jobs and generates over \$25.4 billion in economic value.

The ASPA supports the Surface Transportation Board's (STB) approval of CN's voting trust motion, and further requests the STB review CN's voting trust agreement simultaneously with CP's voting trust and provide for a brief public comment period. The ASPA thinks failure to approve CN's voting trust motion in contrast to CP's approved voting trust does not support a level playing field in KCS' evaluation of both bids. We think the KCS management and board are fully qualified to evaluate competing offers and render an informed decision for the benefit of their company and shareholders without the prospect of a lengthy regulatory approval process arising from an acquisition of KCS by either CN or CP.

The Canadian National / Illinois Central network has serviced the Port of Mobile since 1972 and the CN has consistently been a partner in ensuring safe and efficient freight and container intermodal service to shippers utilizing this port. The CN's voting trust motion and subsequent STB simultaneous review of both CN's and CP's trusts along with an allowed public comment period is a customer-focused approach to business. We look forward to the STB's review of the CN voting trust as well as the entire transaction.

Sincerely,

John C. Driscoll
Director and Chief Executive Officer

C: Parties of Record



RED TRANSPORTADORA ALFER SA DE CV
RTA0009125J2
EJE 100 #400 INTERIOR "G"
COL. FLORES MAGON
SAN LUIS POTOSI, SLP
CP 78398

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:

ALFER GROUP was established on the September 12th, 2000 from ever since we provide Intermodal Transportation drayage Services moving south and Northbound out of the most important intermodal ramps located in Mexico (Monterrey, San Luis Potosi, Silao and Toluca) our costumers are most representative Intermodal Companies in the market, with over more than 20 years on the business, and seeing how the intermodal business in Mexico has growth, we 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.

ALFER 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, **ALFER 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.

ALFER GROUP is proud of our 1 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

L. Benito Gonzalez B
Operations Director
ALFER 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:

Autotransportes El Bisonte, S.A. de C.V. is a carrier company glad to have a nine-year relationship with the Canadian National in which we continue increasing in participation and we are sure to continue with good benefits for CN.

Autotransportes El Bisonte, 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, Autotransportes El Bisonte, 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.

Autotransportes El Bisonte, S.A. de C.V. is proud of our nine-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,

Arantxa Laguna Rodríguez
Commercial Executive
Autotransportes El Bisonte, S.A. de C.V.

cc: Parties of Record

Briercrest Grain Limited
Box 157
Briercrest, SK S0H 0K0

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:

Briercrest Grain Limited is a car loading site on the CN Line. We order and release cars for various Buyers to their requested destinations such as Vancouver, Mexico and Thunder Bay. The Products we ship are Cereal Grains and Pulses. CN's overall service has been great!

Briercrest Grain Limited unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

Briercrest Grain 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,



Les Paul
General Manager
Briercrest Grain Limited

cc: Parties of Record

Cat Bottoms Fuel Supply Incorporated

1545 Citrine Trail Tarpon Springs, Florida 34689-2008

727.741.3934 j.r.owens@fccoil.com



May 17, 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:

Cat Bottoms Fuel Supply Incorporated through James Richard 'J.R.' Owens has railed asphalt, bitumen, carbon black feedstock oil, crude oil, diesel fuel, gasoil, intermediate coker gasoil, light cycle oil, petroleum coke, residual fuel oil, tar and vacuum gasoil over the years originating on the CN served locations connecting to all Class I railroads in the USA.

Cat Bottoms Fuel Supply Incorporated through James Richard 'J.R.' Owens unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reason's STB provided in



making its decision, we believe CN 's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

Cat Bottoms Fuel Supply Incorporated through James Richard 'J.R.' Owens is proud of our 40-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 cursive script that reads "James Richard Owens". The signature is written in black ink and is positioned above the printed name and title.

James Richard 'J.R.' Owens
Trader

CREEKSIDE TRANSPORT

300 Oak point Highway, Winnipeg R2R 1V1. Tel : 1-888-415-6477 Fax: 1-888-415-8716



To,
The Honorable Cynthia T. Brown
Chief, Section of Administration

Date : 05/12/2021

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:

Creekside Transport is a transportation and logistics services provider based in Winnipeg, Manitoba, with secured yard facilities in Vancouver, Calgary, Edmonton and Toronto. We run intermodal drayage for many shippers across Canada. We recently started our own intermodal book of business and are closely aligned with CN, because of their focus on safety and superior customer experience. Today our customer reach stretches the across the Canadian provinces and main land states within the Unites States. Our business plan call for expansion of our reach into the Mexican market and this merger will play a critical role to our success.

Creekside 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, Creekside 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.

Creekside 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,

Ravi Chahal

Creekside Transport

(CEO & President)



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

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

Dear Ms. Brown:

FLS Transport is a 3PL with 18 offices across North America and Mexico. We have a strong relationship with CN as they are our selected rail provider. With Canadian National we ship all over Canada and US. Having exposure to KCS Railway lanes will definitely be an advantage for FLS, in securing more contracts to and from areas where CN does not have coverage presently.

FLS Transport unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reason's STB provided in making its decision, we believe CN 's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

FLS Transport 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,

Victor Gabriel Ion

Manager, Operations and Customer Service

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

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:

HCL has worked extremely close with CN since starting our transload operation with CN acting as both a service provider and an essential resource to allow us to grow our business. As a transload facility CN ships in a diverse cross-section of commodities which include but are not limited to metals, lumber, gypsum, pulp & paper, retail products etc. The consistency and efficiency of delivery has proven to exceed both HCL and its customer expectations allowing our operating to move in the most efficient manner possible.

HCL 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.

To ensure fair and transparent review of CN's voting trust, HCL 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.

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

Sincerely,

A handwritten signature in black ink, appearing to read "Mike Pullam", is written over a light blue horizontal line.

Mike Pullam
Director, Business Development
cc: Parties of Record

handheld

HHCS Handheld USA, Inc.
2121 NE Jack London Street
Suite 100
Corvallis, OR 97330

www.handheld-us.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:

HHCS Handheld USA, Inc. is a global manufacturer and supplier of rugged mobility product solutions, services and support. Handheld's Nautiz X6 rugged Android handheld is the sole device authorized for use in daily conductor specific applications with 7,000 units currently active across Canada

HHCS Handheld 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.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. HHCS Handheld 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, HHCS Handheld 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.

HHCS Handheld USA, 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,

DocuSigned by:

A1C22C943180480...

John Townsend
Northeast Regional Sales Manager
HHCS Handheld USA, Inc

cc: Parties of Record

20th May 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

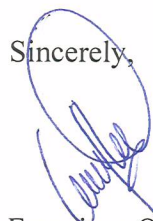
Dear Ms. Brown:

Further to our letter of support dated 3rd May 2021, Hutchison Ports Mexico 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.

To ensure fair and transparent review of CN's voting trust, Hutchison Ports Mexico 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,



Francisco Orozco
Hutchison Ports Mexico
Commercial 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:

Jasztex Fibers Inc. is a leading manufacturer, recycler and converter of highloft & densified non-woven textiles, used in a variety of industries such as bedding, furniture, filtration & construction. We have partnered with CN Rail and have expanded our market base, by using their door to door intermodal service to ship our products to various key customers based in western Canada. We are currently in the process of switching our US Mid and Southwest shipments from truck to Intermodal service.

Jasztex Fibers 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, Jasztex Fibers 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.

Jasztex Fibers 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,

David Heller
General Manager
Jasztex Fibers Inc.
61 Hymus Blvd,
Pointe Claire, Quebec, Canada
H9R 1E2

cc: Parties of Record

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:

Lee & Associates of Illinois specializes in the representation of owners and occupiers in the acquisition, disposition and leasing of industrial properties including land. Lee & Associates often works closely with CN in the Chicago region helping our clients find solutions for their rail needs.

Lee & Associates of Illinois 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 & Associates of Illinois 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 & Associates of Illinois is proud of our 10 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,



Walter Murphy
Principal / Managing Broker

cc: Parties of Record

ADEX

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:

Les Systèmes ADEX is a daily user of CN services for intermodal transportation,

Les Systèmes ADEX unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

Les Systèmes ADEX is proud of our 5 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,



David Plourde
Operations coordinator

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:

LOGISTICA PERLA NEGRA S.A. DE C.V. Our relationship with CN is like suppliers. On the service of the last mile in terminals, KCS, Toluca and SLP. Our relationship with CN Mexico is excellent, open and trusty.

LOGISTICA PERLA NEGRA 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, **LOGISTICA PERLA NEGRA S.A DE C.V.** also supports CN's request that the STB review CN'Ss 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.

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

Sincerely,

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

LOGISTICA PERLA NEGRA S.A. DE C.V.
Alejandro Sparrowe Pons
CEO

cc: Parties of Record



MEDITERRANEAN SHIPPING COMPANY

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. Our fleet of 570 vessels carries 21.5 million twenty-foot equivalent units (TEU) annually into 500 ports of call. Rail is an essential component of our supply chain network in North America. The CN network enables MSC to offer door-to-door, factory to consumer service over three coasts East, West and South. MSC has a long-standing collaborative partnership with CN. Collectively on the CN network, MSC transports over 800,000 twenty-foot equivalent units (TEU) per year on CN.

Mediterranean Shipping Company (MSC) 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.

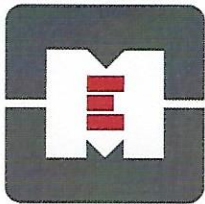
To ensure fair and transparent review of CN's voting trust Mediterranean Shipping Company (MSC) also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would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

Mediterranean Shipping Company (MSC) 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.

Sincerely,

A handwritten signature in dark ink, appearing to read 'R. Milazzo', written over a light blue horizontal line.

Robert Milazzo
Executive Vice President – Intermodal
MSC USA Inc



METRO EAST INDUSTRIES 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:

Metro East Industries has been a supplier to CN for the last 30 years offering railcar and locomotive contract shop repair services.

Metro East Industries, 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. Metro East Industries, 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, Metro East Industries, 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.

Metro East Industries, 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,

Gayle L. Ortyl, 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

To : Ms. Cynthia Brown ,

Mile End Logistics supports CN's acquisition of the KCS Railway in fact we are excited to see the improved service this will create with all our freight going to or from Mexico. Based on my experience with CN over the last 20 + years and how incredible your service is to our company and to all of our Intermodal clients this is an exciting time for CN customers and KCS customers alike. I envision all KCS customers shipping to all of CN's gateways ie; Memphis, Chicago, New Orleans to name a few in addition to all the Canadian destinations will see a drastic improvement of service and transit times. Most importantly because CN's website is so user friendly and very accurate adding the KCS network to this platform can only be of added value.

An important component of CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Mile End 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, Mile End 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.

I look forward to seeing the benefits of a combined CN and KCS network and welcome use of the voting trust structure to accelerate our market growth.

Our loyalty lies with CN as it always has, we are very happy that CN's infrastructure is continuously growing allowing us to grow our business as well. CN's growth is also a potential for ours.

Mile End strongly supports CN's proposed acquisition and the proposed voting trust structure.

Best Regards,



George Manousos

Chief Financial Officer



NEW YORK AIR BRAKE

New York Air Brake LLC

May 14, 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:

New York Air Brake LLC is a supplier of freight and locomotive components for the rail industry. CN is one of our customers.

New York Air Brake 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. New York Air Brake 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 York Air Brake 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 York Air Brake 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,

Gregory D. Dalpe
SVP, Sales & Marketing
New York Air Brake LLC

cc: Jason Ball
Director, OE Freight





NGS Logistics Mexico, LLC
433 North Loop W. Fwy
77008 Houston, TX
USA
(832)5576286
nathanguzman@icloud.com

May 12th 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:

NGS LOGISTICS MEXICO, LLC. as part of The NGS Group with its HQ at Houston, TX and rep office in Mexico City is a Rail logistics supplier that serves the US and Mexico Rail market by providing the best logistic solution to its customers for the import or export of their products through Canada, US and Mexico. NGS also represents one of the largest railcar leasing and manufacturing companies in NA.

NGS LOGISTICS MEXICO, 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, NGS LOGISTICS MEXICO, 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.

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

Sincerely,

A handwritten signature in blue ink, appearing to read "Nathan Guzman". The signature is stylized with a large, sweeping "N" and "G".

Nathan Guzman
President and CEO



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:

NOVIPRO is an IT solution provider to CN, supporting key infrastructure and services, and has been for more than 10 years. As a partner, working on key initiatives, we have been part of multiple projects over the years.

NOVIPRO 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. NOVIPRO 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, NOVIPRO 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.

NOVIPRO 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 "Alain Cormier".

Alain Cormier, Executive Director
NOVIPRO Inc.

cc: Parties of Record



Quality Rail Service

P.O. Box 128
Madison, IL.62060
Phone (618) 975-4569
Fax (618) 876-3042
www.callteamqrs.com



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

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

Dear Ms. Brown

Quality Rail Service Inc has been a supplier/contractor for CN for the past 25 years. In the beginning, QRS did derailment site cleanup, then expanding into not just derailment site cleanup, but also now doing locomotive repair and rebuilds, locomotive truck rebuilds, load adjust transfer work as well as environmental restoration.

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

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Quality Rail Service 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, Quality Rail Service 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.

Quality Rail Service 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,

Kevin L Turley, President



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, y las filiales operativas ferroviarias de CN—Control—Kansas City Southern, Kansas City Southern Railway Company, Gateway Eastern Railway Company y Texas Mexican Railway Company

Estimada Sra. Brown:

Ragasa Industrias, S.A. de C.V. ha mantenido una relación comercial con CN/KCS para los embarques desde Canadá y Estados Unidos hacia nuestra planta ubicada en Guadalupe, Nuevo León. Estamos satisfechos con el nivel de servicio que nos han brindado y la relación que hemos forjado desde sus inicios en México.

Por lo cual Ragasa Industrias apoya la aprobación del fideicomiso de voto de CN. Creemos que la propuesta de fideicomiso de voto de CN beneficia a KCS y a sus accionistas gracias a que les ofrece la oportunidad de tomar una decisión justa e informada a la hora de elegir entre las ofertas competidoras y los protege del largo proceso de aprobación reglamentaria que surgiría tras la adquisición de KCS por parte de CN o CP.

Para garantizar una revisión justa y transparente del fideicomiso de voto de CN, Ragasa Industrias también apoya la solicitud de CN de que el STB revise el acuerdo de fideicomiso de voto de CN simultáneamente con el fideicomiso de voto propuesto por CP y que el proceso de revisión incluya un breve período para comentarios públicos. Dicha revisión garantizaría la igualdad de condiciones para las ofertas.

Ragasa Industrias ha mantenido una relación por 20 años con CN y aprecia el hecho de que se hayan comunicado con nosotros desde el 20 de abril para tratar la combinación propuesta KCS-CN. Su fideicomiso de voto—así como su solicitud de que el STB revise su fideicomiso de voto al mismo tiempo que revisa el fideicomiso de CP con un periodo para comentarios públicos—es prueba clara del enfoque de negocios centrado en el cliente que CN ha demostrado desde el inicio de nuestra relación. Esperamos que el compromiso de CN con la equidad y la eficiencia se refleje en la revisión del fideicomiso de voto por parte de STB, así como en toda la transacción.

Atentamente

Francisco Belden

Director de Abastecimientos y Ventas Commodities



60 Old Onondaga Rd E.
Brantford, ON N3T 5L4

**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:

Rembos, Inc. has been a long-standing and loyal partner of CN for nearly two decades. CN has undoubtedly provided us with reliable service to and from Brantford, Ontario and well-across the nation. With increasing growth, we have expanded our use of KCS rail over the past year and this is what has allowed us to adequately support our clients across the US mid- and southwest, with particular application in Texas.

Rembos, Inc. unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

Rembos, Inc. is proud of our 18-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,

Glenn Boothe
VP, Managing Partner



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:

Remcan Projects Limited Partnership ("**Remcan**") is a supplier of maintenance and construction services to the rail industry. CN Rail is one of our customers.

Remcan supports CN's combination with KCS due to the combination resulting in a faster, more efficient, environmentally positive alternative to customers in 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. This will shorten 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, Remcan 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 both bids.

Sincerely,

Remcan Projects Limited Partnership, by its
general partner Remcan Projects GP Inc.

By:  _____

Jason Thomas
President

cc: Parties of Record



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

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

Dear Ms. Brown:

Retail Logistics Canada is a third party logistics company that offers freight services all over North America.

Retail Logistics Canada unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

Retail Logistics Canada is proud of our 5 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

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

Etienne Mathieu
Business development lead

cc: Parties of Record



SEA-SKY SHIPPING (NORTH AMERICA) COMPANY LTD.

8036 WINSTON ST, BURNABY, BC V5A 2H5, CANADA
TEL: 604-431-8878 FAX: 604-431-8879 EMAIL: info.na@seasky-shipping.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:

Sea-Sky Shipping (North America) Company Ltd. set up the long-term cooperation with CN from 2020. CN had helped us to ship a lot of SOC containers to from Vancouver to Toronto and from Canada to U.S. I think we have more cooperation with CN in the near future.

Sea-Sky Shipping (North America) Company Ltd. unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

Sea-Sky Shipping (North America) Company 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,

Executive Deputy President
Sea-Sky Shipping (North America) Company Ltd.

cc: Parties of Record



Head Office
500, 438 – 11 Ave SE
Calgary, AB T2G 0Y4
403 262 1312
info@sourceenergyservices.com
sourceenergyservices.com

May 17, 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

As leaders in the supply and delivery of Northern White proppant into the Western Canadian Sedimentary Basin from Wisconsin, Source Energy Services rails in over 500 cars per week of fracturing sand that is used for completion activity in the Western Canadian Sedimentary Basin (WCSB) via the CN Rail line. This enables five to ten active capital projects to go ahead with an average spend of \$200,000 per day, per completions site. These are multimillion-dollar (over \$50 million each) operations that depend on our CN Rail enabled supply chain. As CN's largest WCSB in-bound customer, we have developed a mutually beneficial partnership that has enabled us to help shape the future of the oil and gas industry.

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

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

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us, augmenting our ability to be competitive in the markets in which we operate, and ultimately being beneficial for our shipments of fracturing sand throughout the WCSB. 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. As well, KCS and CN have very little overlap and several connection points which will facilitate the combined railway to create new innovative transportation solutions that help Source Energy Services reach new markets directly and economically.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Source Energy Services 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, Source Energy 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.

Source Energy Services 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.

Regards,



Scott Melbourn

COO

Source Energy Services

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:

Strato 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.

Strato 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. Strato 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, Strato 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.

Strato 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,

Daniel Foss
VP/CIO/Owner
Strato, Inc.

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:

StyroChem Canada Ltee. is a world-renowned producer of Expandable Polystyrene (EPS) for food service, packaging, construction, casting and specialty applications, based out of Baie-D'Urfé Quebec, Canada. We have partnered with CN Rail and have expanded our market base, by using their intermodal service to ship our products to customers based in Mexico. This has increased the opportunity to expand our offerings to potential additional southern US / Mexico based markets in the years to come.

StyroChem 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, StyroChem 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.

StyroChem Canada 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,

A handwritten signature in dark ink, appearing to read "Marc Cayouette", written over a horizontal line.

Marc Cayouette
General Manager
StyroChem Canada Ltee.
19250 Clark Graham Ave.
Baie D'Urfé, Quebec, Canada
H9X 3R8

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:

U.S. Oil, a division of U.S. Venture, Inc. is both a major supplier of fuel to the CN but also a large customer in moving the necessary fuel to regions that can not be serviced more economically other than through the use of their rail services. Our history dates back to 1979 in working together to bring the most value and future fuel products to the growing markets in the US. This allows in a reduction of trucks on the roads as well as improving the carbon footprint for the future.

U.S. Oil 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. U.S. Oil 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.

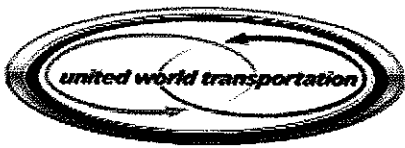
To ensure fair and transparent review of CN's voting trust, U.S. Oil also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing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

U.S. Oil 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,

Pete Hartney - Trader

cc: Parties of Record



DELIVERING PEACE OF MIND

May 14, 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,

United World Transportation has been working with CN for a number of years with CN handling our perishable intermodal shipments into the Northeast US seaboard markets and we rely exclusively on CN for providing this service.

United World Transportation 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.

Such a combination of CN and KCS would allow us to further penetrate markets to the south of our current service area on the Northeast US. CN's strong track record of success that we have experienced for a number of years with superior service, intermodal capacity and safety gives us the confidence that CN-KCS would be best positioned to best 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.

United World Transportation provides perishable truck and intermodal transportation services throughout Canada, USA and Mexico and the combination of CN/KCS will allow us to access via intermodal additional markets in the southern US and potentially Mexico.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. United World Transportation 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.



DELIVERING PEACE OF MIND

To ensure fair and transparent review of CN's voting trust, United World Transportation 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.

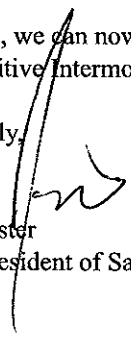
The combined company would create a network with enhanced end-to-end single-owner, single operator service which will result in a faster, safer, and more economical rail operation for us where we currently rely on trucking. We are hopeful about this transaction as a CN-KCS rail will be able to provide 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 more competitive in markets we could not previously access with this combined Intermodal service.

As well, we can now penetrate markets that are currently serviced by "over the road" trucking with the more cost competitive Intermodal service option.

Sincerely,


Jim Brister
Vice President of Sales



May 1, 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,

V3 Companies specializes in civil & rail engineering services. V3 often works closely with CN in the Chicago region either working directly for CN or in association with helping clients find solutions for their rail needs.

V3 Companies 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, V3 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 both bids.

V3 is proud of our 7-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,
V3 Companies

Ted Niemeyer
Vice President Railroad Services

cc: Parties of Record



AV. SOR JUANA INES DE LA CRUZ # 331
TLALNEPANTLA DE BAZ CENTRO,
TLALNEPANTLA DE BAZ,
EDO. DE MEXICO, C.P. 54000
TELS: (55) 55 65 41 51, (55) 55 65 65 88
(55) 53 90 50 25.

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:

VULCAFRIO for the last five years has provided container and chassis repair for both CN and KCS at the KCSM facilities in Toluca, in San Luis Potosi and in Salinas Victoria, Mexico.

VULCAFRIO 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, VULCAFRIO 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.

VULCAFRIO is proud of our 5 year relationship with CN and appreciate their outreach to us in April 20th 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 cursive script, reading 'William Matthew Hinds'.

William Matthew Hinds

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:

W. Robins Consulting Ltd. (WRC) has utilized the services of CN for many years shipping intermodal and carload orders of construction materials cross border from Canada to the United States. CN participation has been exemplary allowing W. Robins Consulting Ltd. and our clients to maximize service to our US customers. We look forward to working with CN to further extend servicing to KCS served customers.

W. Robins Consulting Ltd. unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

W. Robins Consulting Ltd. 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 "Wayne E. Robins", written over a horizontal line.

Wayne E. Robins
President
W. Robins Consulting Ltd.

cc: Parties of Record