

PAT BAKER COMPANY, INC.

10321 East Highway 90
Box 100 • Kingsbury, Texas 78638-0100

DAVID L. BAKER
STEPHAN P. BAKER

May 27, 2021

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



SAN ANTONIO PHONE: 210-658-3500
WATTS: 800-292-5450
FACSIMILE: 830-639-4429

ENTERED
Office of Proceedings
June 14, 2021
Part of

Public Record
PHONE: 830-639-4426

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

Dear Ms. Brown:

Pat Baker Company, Inc. is an emergency railroad contractor that has 24/7 response derailment crews based in Kingsbury, Texas and Pasadena, Texas. We respond to railroad emergencies, train wrecks, washouts, re-railing and load adjustments for multiple Class 1 and industry rail.

Pat Baker Company, Inc. supports the combination of Canadian National and Kansas City Southern 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 combination 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 combination 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 combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Pat Baker Company, Inc. unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we

believe Canadian National's voting trust should also receive approval. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Pat Baker Company, Inc. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern 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 'DL Baker', with a large, stylized initial 'D'.

David L. Baker, President

cc: Parties of Record