

**BEFORE THE
SURFACE TRANSPORTATION BOARD**

302541

STB FINANCE DOCKET NO. 36514

ENTERED
Office of Proceedings
June 17, 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**

**JOINT SUBMISSION OF 100 ADDITIONAL STATEMENTS SUPPORTING
PROPOSED TRANSACTION AND/OR VOTING TRUST**

Applicants Canadian National Railway Company (“CN”) and Kansas City Southern (“KCS”) respectfully submit the enclosed 100 letters from stakeholders relating to CN’s and KCS’s proposed combination. Stakeholders from all across the networks of CN and KCS continue to express overwhelming support for the combination of the two companies, which stakeholders describe as being pro-competitive, an exciting opportunity for expansion, and a boon for the rail network writ large. This latest filing brings the total number of letters submitted to more than 1,500, each of which expresses support for the transaction, support for the proposed voting trust, or 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

88 of the letters being filed today support the proposed combination of KCS and CN. They include a support letter from The Honorable Jerry Carl, United States House of Representatives, who draws upon his extensive experience working with KCS in his former capacity as a commissioner of Mobile County. He describes CN as “responsive” and open to the needs of residents. He also expresses his view that the combination will be beneficial for both railroads, for sustainability in the industry, and for the prosperity of the residents of Southwest Alabama.

Other letters come from entities such as the Jerseyville Economic Development Council, which has been working with KCS for a number of years to establish a 1,600 acre manufacturing and distribution development. The rail service by KCS provides the north-south transportation access that is the “cornerstone” of this development, and the Council views the CN-KCS combination as enhancing that trade by bringing cleaner, faster, and more direct service. The Council asserts that this combination will help achieve the potential of the USMCA trade agreement.

The Port of Gulfport, MS, also voices its support to the proposed CN-KCS combination. The Port expresses in its submission its view that the

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); Submission of 100 Additional Statements Regarding Proposed Transaction And/Or CN’s Voting Trust, CN-17, *CN-KCS* (filed May 24, 2021); Submission of 300 Additional Statements Supporting Proposed Transaction And/Or CN’s Voting Trust, CN-19, KCS-2, *CN-KCS* (filed June 2, 2021).

combination will “facilitate trade and economic prosperity across the United States.” The letter also observes that KCS has long been “integral” to the businesses of Gulfport, connecting them to markets around the World. The CN-KCS combination, in the view of the Port, will offer a sustainable transportation option that will expand the reach of Gulfport industry while reducing greenhouse gas emissions.

90 of the letters being filed today support CN’s and KCS’s request that the Board approve their proposed voting trust agreement.² Many of these supporters express their view that the proposed CN voting trust is identical to that proposed by CP which the Board has approved. These supporters respectfully urge the Board to grant approval of the CN voting trust so that the transaction may be evaluated on a level playing field.

CN and KCS will continue to engage 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.

² 78 letters express support for both the voting trust and the proposed combination.

Respectfully submitted,

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/s/ Raymond A. Atkins

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*Counsel for Kansas City Southern, The Kansas City Southern Railway Company,
Gateway Eastern Railway Company, and the Texas Mexican Railway Company*

Dated: June 17, 2021

INDEX OF ENCLOSED SUPPORT STATEMENTS

STATEMENTS SUPPORTING TRANSACTION

1. The Honorable Jerry L. Carl, United States House of Representatives
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3. Larry Swales, Chancery Clerk, Rankin County, Mississippi
4. Aceites Especiales TH, S.A. de C.V.
5. Administración Portuaria Integral de Lázaro Cárdenas, S.A. de C.V.
6. A.F. Cargas y Descargas S.A. de C.V.
7. Agencia Aduanera de America en Laredo, S.C.
8. Almacenadora Afirme, S.A. de C.V.
9. Alpha Chemical Limited
10. Amix Marine Services Ltd.
11. Arkansas State Chamber/Associated Industries of Arkansas
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13. Asociación de Agentes Aduanales del Puerto de Veracruz
14. Asociación de Industriales del Estado de Michoacán A.C.
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16. AV Cargo LLC Freight Forwarders Warehousing
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18. Brenntag Mid-South, Inc.
19. Cartones Ponderosa, S.A. de C.V.
20. CEMEX SAB
21. City Development Corporation of El Campo, Texas
22. Consejo Mexicano de Comercio Exterior del Noreste, A.C. (COMCE)
23. Construcciones y Maquinaria SEF
24. CSL Group Inc.
25. East Camden & Highland Railroad
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27. EINSA Polyurethane Elastomers S.A. de C.V.
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30. First Cooperative Association
31. Golden Triangle Development LINK
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36. Hodde and Hodde Land Surveying, Inc.
37. Howard Energy Partners
38. Hyundai Glovis Mexico
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40. Ingeniera Ambiental Aquaterra S.A. de C.V.
41. Instalaciones Elemsa S.C. de R.L. de C.V.

42. Inter-Bentley, Inc.
43. Jersey State Bank
44. Jerseyville Economic Development Council, Inc.
45. Kimberly-Clark de Mexico, S.A.B. de C.V.
46. Lake Drive Logistics
47. Lascasiana, S.A de C.V.
48. LC Logistics GPS
49. Legnochem
50. Logic Inc.
51. Logistica Ferroviaria Villa de Reyes S.A. de C.V.
52. Mapei Inc.
53. Mexican Association of Industrial Parks (AMPIP)
54. Miller Ingenuity
55. Mississippi Poultry Association, Inc.
56. MQM Quality Manufacturing Ltd.
57. New Orleans Terminal, LLC
58. O&C Consultores Independientes
59. Operadora de Hoteles City Express, S.A. de C.V.
60. Pacific Rail Services, LLC
61. Port of Gulfport
62. Port of Port Arthur
63. Quickload Logistics
64. Radar, Customs & Logistics S.A.P.I. de C.V.
65. Rankin First Economic Development Authority
66. Representaciones Lozoya, S.A. de C.V.
67. Romo Tobias Construcciones, S.A. de C.V.
68. Simpson Seeds Inc.
69. Softtek
70. Solumet Metal & Powder Inc.
71. Soporte Logistico en Distribución S.A. de C.V.
72. Southeastern Timber Products
73. Southern Rock Energy Partners, LLC
74. STIMSA Corporativo S.A. de C.V.
75. Symrise, S. de R. L. de C.V.
76. The Alliance (Corinth, Mississippi)
77. The Andersons Inc.
78. The Westin Monterrey Valle
79. Transmodal S.C.
80. Transnet, Inc.
81. Unifor National Council 4000
82. United Steelworkers Local 2004
83. Veladoras Místicas, S. de R.L. MI
84. Veolia North America
85. Via y Cimentaciones Xalostoc S.A. de C.V.
86. Voss Engineering, Inc.

87. Woolworth Trading, S.A. de C.V.

88. ZIN Logistics

STATEMENTS SUPPORTING PROPOSED VOTING TRUST

1. The Honorable Jeff Duncan, United States House of Representatives
2. The Honorable Joe Wilson, United States House of Representatives
3. Agri Trading Corp.
4. All Commodities (AC) Trading Ltd.
5. Hi-Crush Inc.
6. Hiller Carbon, LLC
7. Louisiana Sugar Refining, LLC
8. Matériaux Spécialés Louiseville Inc.
9. Mercado de Arena Silicas, S.A. de C.V.
10. Overseas Orient Container Lines (OOCL)
11. RM Logistic
12. TFI International Inc.

CERTIFICATE OF SERVICE

I hereby certify that on this 17th day of June, 2021, a copy of the foregoing Joint Submission of 100 Statements Supporting Proposed Transaction And/Or Voting Trust was served by email or first class mail on the service list to Finance Docket No. 36514.

/s/ Matthew J. Warren
Matthew J. Warren

269702921v.1



U.S. House of Representatives

Washington, DC

June 9, 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:

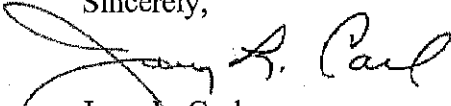
Canadian National and Kansas City Southern recently announced they would combine to create a premier railway for the 21st century, connecting ports in the United States, Mexico, and Canada to facilitating trade and economic prosperity across the United States. This proposed partnership would expand the collective reach of both railroads and bring new, sustainable transportation solutions to businesses in Southwest Alabama, specifically to the economic engine at the Port of Mobile.

Prior to serving in Congress, I worked with Canadian National in my capacity as a Mobile County Commissioner. I appreciated their responsiveness and openness to the needs of residents, and my strong relationship with Canadian National has continued in my new capacity as Congressman for the First District of Alabama. For many years, Canadian National has been an integral part of the Port of Mobile's operations. Their railroad safely and reliably connects Alabama's industries to markets around the world. The Port supports over 150,000 jobs and generates a \$25.4 billion economic impact throughout the state, and I am grateful for Canadian National and Kansas City Southern's consistent investment in the Port and their roles in the Port's continued success.

I was encouraged by the STB's decision to approve the voting trust for Canadian Pacific's proposed acquisition of Kansas City Southern and urge the STB to promptly reach the same decision with respect to the identical voting trust put forward for Canadian National's proposed acquisition of Kansas City Southern. Approving their voting trust will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

I strongly support Canadian National's proposed combination with Kansas City Southern and urge you and the Board to give the proposal every consideration. I welcome any questions you may have regarding my support.

Sincerely,



Jerry L. Carl
Member of Congress

Cc: Parties of Record

Jim Grego
District 17

State Capitol, Room 250
2300 N. Lincoln Blvd.
Oklahoma City, OK 73105-4885

Office: 405-557-7381
Jim.Gregg@okhouse.gov



HOUSE of REPRESENTATIVES

State of Oklahoma

Committees:
Vice-Chair: Tourism
Agriculture and Rural Development
Elections and Ethics

Subcommittees:
Energy and Natural Resources

June 2, 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:

Thank you for the opportunity to write this letter and support the merger of Canadian National and Kansas City Southern rail networks. This merger would greatly affect rail transportation throughout the nation and would include part of District 17 in Oklahoma, where I am proud to serve as the State Representative.

I believe that the combination of Canadian National and Kansas City Southern will create faster, safer, cleaner, and more direct service for North-South trade. The combination will also help achieve the potential of the USMCA.

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. I am hopeful this transaction will be able to provide seamless transportation that is not otherwise available.

Thank you for considering this merger of Canadian National and Kansas City Southern rail lines. I wholeheartedly believe that Canadian National's proposed acquisition of Kansas City Southern will enhance transportation in this region and we hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in blue ink that reads "Jim Grego".

Representative Jim Grego
District 17



Larry Swales

RANKIN COUNTY CHANCERY CLERK

LAND DIVISION

211 E. Government St., Suite D
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The Honorable Martin J. Overman
Chairman
Surface Transportation Board
395 E. Street, S.W.
Washington, D.C.-0001

RE: FD 36514 Canadian National Railway Company, Grand Trunk Corporation and CN's 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 and Kansas City Southern announced they would combine to 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. I believe that this combination would expand the collective reach of both railroads and bring in new sustainable transportation solutions to business in Rankin County and Mississippi.

For many years, Canadian National has been an integral part of the transportation system. Their railroad safely and reliably connects Rankin County businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, Canadian National 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 Canadian National for many years and appreciate their responsiveness and openness to the needs of residents. Canadian National has operated in the United States for more than 100 years

and is committed to being a strong local partner in every community where it operates. Canadian National has made more than \$350 million in capital expenditures statewide during the last five years.

Finally, I was encouraged by the STB's decision to approve the voting trust for Canadian Pacific's proposed acquisition of Kansas City Southern and urge the STB to promptly reach the same decision with respect to the identical voting trust put forward for Canadian National's proposed acquisition of Kansas City Southern. Approving their voting trust will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National. For all of the reasons outlined above, I strongly support Canadian National's proposed combination with Kansas City Southern and urge you and the board to give the proposal every consideration.

Sincerely,

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

Larry Swales
Chancery Clerk
Rankin County



AETH

Aceites Especiales TH

Morelia, Michoacan, Mexico 3/June/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:

Aceites Especiales TH, SA de CV, is a Vegetable Oils extractor and refiner located in Morelia, Mexico. We export Vegetable Oil from Mexico to USA via Rail. In the past we use to bring one unit train of Canola to our plant and also did a lot more oil to the USA that we are now shipping in containers via ocean,

Aceites Especiales TH, supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA, but based on our past history with railroad tariffs and pricing, **but we are concerned with the concentration as we have seen less competition.**

The merger will only make us more competitive if **the government set the interconnection pricing and limiting or allowing equal terms of charges.** As of know, to move a car from Morelia to San Francisco, the car has to move over additional 2,000 km because the interconnection charge with Ferromex (60 km),

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AETH

Aceites Especiales TH

makes it impossible. **Also because of these charges, we stop taking canola from Canada in to Mexico.**

We believe that a combination of Canadian National and Kansas City Southern would help us to win in our markets. Canadian National's strong track record of success providing superior service, intermodal capabilities, and safety, gives us confidence that a combined Canadian National-Kansas City Southern would be best positioned to serve our needs. Additionally, Canadian National's successful track record of combinations over the past 25+ years also provides assurance that Canadian National will effectively and seamlessly be able to integrate and partner with Kansas City Southern, only if we can have options in moving our cars.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

For example:

- If interconnection rates are set, there will be more competition with a merged Railroad as we can have more origins and destinations to ship.
- As of now we can only ship or originate within our network so it limits our ability to add new origins or destinations that we are serving via ship our not service at all.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **Aceites Especiales TH, thinks it is a great opportunity to increase efficiencies and make the railroad tariff structure more competitive. If it was done on telephone and cell phones, we see no problem in applying similar interconnection pricing to railroad..** so we support approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which the

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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.

Sincerely,

Aceites Especiales TH SA de CV
Gregorio Gomez Sanz
CEO

cc: Parties of Record

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COMUNICACIONES

SECRETARÍA DE COMUNICACIONES Y TRANSPORTES



LÁZARO CÁRDENAS

2021 "Año de la Independencia"

Ciudad y Puerto de Lázaro Cárdenas,
Michoacán, 31 de mayo de 2021.

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

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

Estimada Señora Brown,

Ing. Jorge Luis Cruz Ballado, en mi carácter de Director General de **Administración Portuaria Integral de Lázaro Cárdenas, S.A de C.V.**, concesionaria del Puerto de Lázaro Cárdenas, con domicilio Boulevard de las Islas N° 1, Col. Isla de Cayacal, Lázaro Cárdenas, Michoacán, correo electrónico: dirgral@puertolazarocardenas.com.mx; ante usted con el debido respeto expongo lo siguiente:

Que me permito hacer de su conocimiento que la empresa Kansas City Southern, es un socio estratégico para el desarrollo del Puerto de Lázaro Cárdenas, Michoacán. Prestando el servicio ferroviario de carga al centro y norte de México, de manera eficiente y segura, siendo un actor importante en el desarrollo de Michoacán.

Es por ello, que esta Entidad considera que una combinación de Canadian National y Kansas City Southern nos ayudaría a incrementar el potencial competitivo de este





2021 "Año de la Independencia"

puerto, proporcionando beneficios a las tres naciones: México, Estados Unidos y Canadá. El sólido historial de éxito de Kansas City Southern brindando un servicio superior, capacidades intermodales y seguridad, nos da la confianza de que una combinación de Canadian National (CN) y Kansas City Southern (KCS) estará en la mejor posición para satisfacer nuestras necesidades.

Desde nuestra perspectiva, la combinación de CN-KCS, promete proporcionar servicios de transporte de mercancías más amplios que seguramente incrementarán la conectividad ferroviaria, lo cual facilitará el tránsito de carga y ayudará a disminuir los tiempos de traslado a los principales puertos y centros de distribución en las costas del Golfo de México, el Atlántico y el Pacífico de los EEUU y Canadá, así como a los mercados claves, ayudando a los dueños de la carga a llegar tanto a los mercados existentes como a los nuevos de manera más eficiente.

Como Administración Portuaria Integral, no tenemos dudas de que CN-KCS podrá integrar sus operaciones sin problemas en beneficio de los clientes ferroviarios y otras partes interesadas. Es por ello que existe interés en dicha transacción que creemos proporcionará servicios ferroviarios más eficientes y confiables. Esto fortalecerá la competencia contra otros transportistas ferroviarios y otros medios de transporte, que dan servicio a nuestros mercados. Por ejemplo:

- Estamos particularmente entusiasmados con el papel que desempeñarán las nuevas rutas de una sola línea de CN-KCS, en la expansión del acceso a los mercados en crecimiento en Estados Unidos México y Canadá bajo el acuerdo comercial T-MEC (USMCA). Es importante que exista una verdadera opción del T-MEC.
- Las nuevas ofertas de servicios de CN-KCS, mejorarán los tiempos de tránsito y la confiabilidad, lo que reducirá los costos de nuestros equipos y mejorará nuestra eficiencia.
- Se fortalecerá la logística en la importación y exportación de materias primas y productos terminados.
- Se eliminarán costos que se ocasionaban a los clientes los cruces de ferrocarril que existían al entregar KCS a CN y viceversa.





2021 "Año de la Independencia"

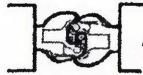
Un elemento central de la oferta de Canadian National por Kansas City Southern, que es el establecimiento de un fideicomiso con derecho a voto que beneficie a los accionistas de Kansas City Southern. Esta Administración Portuaria, apoya la aprobación del fideicomiso con derecho a voto de Canadian National. Canadian National propone la misma estructura de fideicomiso de voto que Canadian Pacific, que esa Junta aprobó recientemente con una modificación. Por las razones que el Surface Transportation Board (STB) proporcionó al tomar su decisión, creemos que el fideicomiso de voto de Canadian National también debe recibir aprobación. Este resultado permitirá a los accionistas de Kansas City Southern tomar una decisión justa e informada sobre la combinación con Canadian National.

Por estas razones, la Administración Portuaria Integral de Lázaro Cárdenas, S.A. de C.V., expresa un sólido apoyo a la combinación de CN y KCS, ya que mejorará la competitividad, brindará opciones ampliadas e impulsará la eficiencia para clientes de todos los tamaños. Administración Portuaria Integral de Lázaro Cárdenas, S.A. de C.V., insta al STB a aprobar el fideicomiso y la adquisición de KCS por parte de CN lo antes posible para que estos sistemas puedan integrarse y los beneficios de extremo a extremo de este acuerdo se puedan realizar en beneficio de todas las partes interesadas.

Sin otro particular, aprovecho la ocasión para enviarle un cordial saludo.

ING. JORGE LUIS CRUZ BALLADO
Director General de Administración Portuaria
Integral de Lázaro Cárdenas, S.A. de C.V.





A. F. CARGAS Y DESCARGAS S.A. DE C.V.

JUAN O'DONCJOU # 987 COL. VIRREYES COLONIAL SALTILLO, COAH. C.P. 25225 TEL. (844) 416-08-80 TEL. Y FAX (844) 416-08-70

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

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

Dear Ms. Brown:

AF CARGAS Y DESCARGAS SA DE CV has a very good relationship and we have been a very good business partners since at least 10 or more years. We have worked together in a very professional way.

AF CARGAS Y DESCARGAS supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

Our company handles auto parts for the Automotive Industry, steel in all commodities, Lumber all in boxcars and flatbeds. Import and export product from and to USA AND Canada. We are served by Kansas City Southern de México 6 days per week and we are very comfortable with the rail service.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

For example:

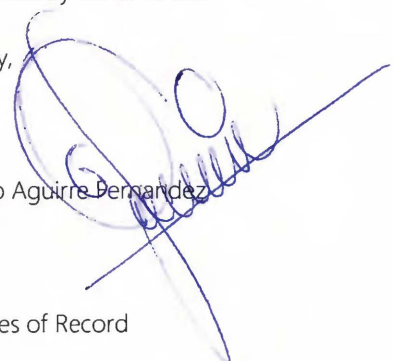
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Autoparts, steel, Lumber.

- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.
- We believe the transit times will be shorter and the switches will be more expedited.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. AF CARGAS Y DESCARGAS SA DE CV 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.

AF CARGAS Y DESCARGAS SA DE CV 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,



Eduardo Aguirre Hernandez
Owner

cc: Parties of Record



AGENCIA ADUANERA DE AMERICA[®]

"gestoría sin fronteras"

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

DESPACHOS

AEROPUERTO INTERNACIONAL
DE LA CIUDAD DE MÉXICO

AEROPUERTO
GUADALAJARA, JALISCO

ALTAMIRA, TAM.

COLOMBIA, N.L.

DOLORES, TX.

LAZARO CARDENAS, MICH.

H. MATAMOROS, TAM.

BROWNSVILLE, TX.

MANZANILLO, COL.

NUEVO LAREDO, TAM.

LAREDO, TX.

SAN LUIS POTOSÍ, S.L.R.

TAMPICO, TAM.

TIJUANA, B.C.

TOLUCA, EDO. MEX.

VERACRUZ, VER.

RELACIONES PÚBLICAS

CORPORATIVO
CIUDAD DE MÉXICO

GUADALAJARA, JAL.

MONTREY, N.L.

QUERETARO, Q.R.Q.

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

Dear Ms. Brown:

AGENCIA ADUANERA DE AMERICA EN LAREDO, S.C. is at present customs agents of importers and exporters in routes of Silao and Toluca.

AGENCIA ADUANERA DE AMERICA EN LAREDO, S. C. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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.

Find this merger competitive since it allows you to enter markets such as the U.S., Canada, and Mexico through a single entity.

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.



AGENCIA ADUANERA DE AMERICA[®]

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DESPACHOS

AEROPUERTO INTERNACIONAL
DE LA CIUDAD DE MÉXICO

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VERACRUZ, VER.

RELACIONES PÚBLICAS

CORPORATIVO
CIUDAD DE MÉXICO

GUADALAJARA, JAL.

MONTERREY, N.L.

QUERÉTARO, QRO.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. AGENCIA ADUANERA DE AMERICA EN LAREDO, S, C 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.

AGENCIA ADUANERA DE AMERICA EN LAREDO, 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,

AGENCIA ADUANERA DE AMERICA EN LAREDO, S,
CLAUDIA ELIZABETH TREJO LOPEZ

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:

Almacenadora Afirme, S.A. de C.V., hereinafter "Almacenadora Afirme" is a Mexican business corporation duly incorporated and existing under the laws of Mexico and it is an Auxiliary Credit Institution and Organization that is duly authorized by the Mexican Ministry of Finance and Public Credit to operate as a general warehouse company and as such, it is empowered to perform diverse activities such as storage, keeping and conservation, handling, control, distribution or trading of goods or merchandise, in its custody, including those in transit covered by deposit certificates. Almacenadora Afirme has had a solid and well satisfied business partner relationship with the Mexican subsidiary of Kansas City Southern hereinafter "KCSM" over time.

Almacenadora Afirme supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA and will make a stronger and competitive North American region. Almacenadora Afirme's main business develops in the North American region and that is the reason we are looking forward for the its development and business expansion.

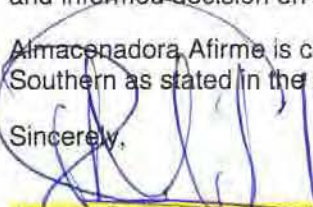
We believe that a combination of Canadian National and Kansas City Southern would help us to win in our markets in the region. Canadian National's strong track record of success providing superior service, intermodal capabilities, and safety, gives us confidence that a combined Canadian National-Kansas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

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

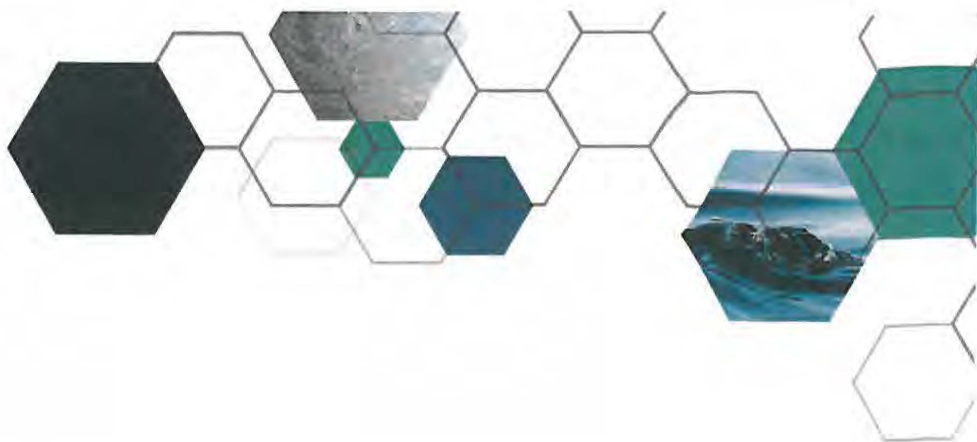
Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Almacenadora Afirme unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as 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.

Almacenadora Afirme is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern as stated in the present letter. We hope to see the premier 21st century railway come to life.

Sincerely,



Almacenadora Afirme, S.A. de C.V.
KCSM Business Partner
Roberto Márquez Hiriart
CEO & Legal Representative



June 3, 2021

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

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

Dear Ms. Brown:

Alpha Chemical Limited is a valued partner of CN and have been utilizing CN's rail logistics for the past sixteen (16) years. We have been shipping commodity chemicals into Atlantic Canada to service Industrial Clients, Water Treatment Plants, Mining and the Oil & Gas Industry. We consider CN to be an integral part of our secure supply chain.

Alpha Chemical 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.

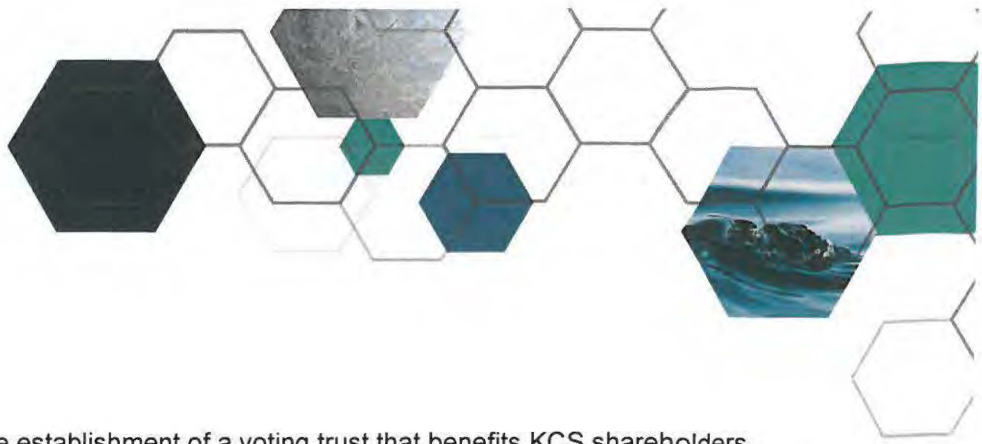
For example:

- 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 chemicals from Mexico and Houston TX to Halifax, NS.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Increased Secure Supply Chain in an era of shipping delays.

Alpha Chemical Ltd.
Head Office
40 Pettipas Drive
Dartmouth, NS B3B 1K2
T: (902) 481-2532
F: (902) 468-8540

orders@alphachemical.ca
www.alphachemical.ca
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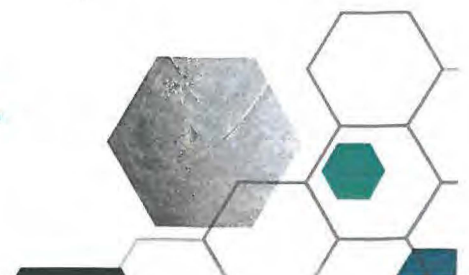
Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Alpha Chemical Limited unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons 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.

Alpha Chemical 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,

Erica L Doucette
Chief Operating Officer

cc: Parties of Record





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

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

Dear Ms. Brown:

Amix is a commercial marine service provider located in British Columbia Canada that has an international reputation with a strong commercial presence in Canada, and the USA. Being in Western Canada, we strive to ensure freight is readily available so cargo will ship in a timely manner, utilizing all modes of transportation available to us, from containers to railcars. To achieve this goal, we have a strategic relationship established with CN, using its expansive North American rail network and our access to its various services in British Columbia. With CN as a logistic partner, we can segregate our transportation needs and target the markets and regions where they have a strong presence and/or are building on it.

It is with that mindset that we see the benefits of and support the CN-KCS merger. It would not only benefit our business, but the entire new North American trade corridor.

Furthermore, Amix 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, Amix 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.

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

Sincerely,

Dan Virtanen
Manager, Commercial Operations
Amix Marine Services Ltd.

cc: Parties of Record



Business matters.

June 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:

The Arkansas State Chamber/Associated Industries of Arkansas supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner and more direct service for North-South trade – and help achieve the potential of the USMCA. Together, Canadian National and Kansas City Southern will seamlessly connect ports and rails in the United States, Mexico and Canada and provide superior service, enhanced competition and new market access to move goods cross North America efficiently and safely. Additionally, Canadian National's successful track record of acquisitions over the past 25+ years also provides assurance that Canadian National will effectively and seamlessly be able to integrate and partner with Kansas City Southern.

The mission of the Arkansas State Chamber/Associated Industries of Arkansas is to improve the business climate of Arkansas and this transaction will certainly support that mission.

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 their customers who currently rely on trucks and provide shorter distances on many key routes. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

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 general manufactured goods.
- Canadian National's significant experience providing seamless intermodal service throughout their network and across borders.

Central to Canadian National's bid to combine with Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. The Arkansas State Chamber of Commerce/Associated Industries of Arkansas unequivocally supports the approval of Canadian National's voting trust. Canadian National proposes to use the same voting trust structure as Canadian Pacific Railway, which the Board 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. The approval of Canadian National's voting trust will allow Kansas City Southern shareholders to make a fully informed decision when placing their votes to approve the transaction, and upon approval, to receive the full value of their shares while the STB considers Canadian National's case for a combined, end-to-end rail network.

The Arkansas State Chamber/Associated Industries of Arkansas is confident in and strongly supports Canadian National's proposed combination with Kansas City Southern for all of the reasons as stated above. We hope to see the premier railway for the 21st century come to life.

Sincerely,



Randy Zook
President/CEO
Arkansas State Chamber/Associated Industries of Arkansas

Cc: Paul Berry
Joseph O'Neill



ARKANSAS-OKLAHOMA RAILROAD CO.

116 West Main St. PO Box 366 Wilburton, OK 74578

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,

Arkansas-Oklahoma Railroad fully supports the proposed acquisition of Kansas City Southern Railroad by Canadian National Railroad, with the firm belief this partnership will create a safer, more efficient service regarding trade movement, as well as maximizing the full potential of the USMCA.

A-OK's business relationship with KCS is now in its 25th year, our junction lying at the easternmost point of our Howe Subdivision, in Howe, OK. Time and again, KCS has proven to be a valuable ally to A-OK, both through fluid communication and the willingness to go all-in with its efforts to mutually solve any issue that might arise effecting one or both parties.

A-OK RR strongly believes that a partnership between Kansas City Southern and Canadian National would be highly advantageous in regards to our own business operations. CN's proven track record of success in providing superior, intermodal ability, as well as its reputation for safety, gives us full confidence that a union between these two railroads would produce a more optimal scenario in regards to serving A-OK's needs, as well as opening the door to new opportunities for future growth. Canadian National's excellent reputation in partnerships only further strengthens our confidence of a prosperous future in its exciting new partnership with Kansas City Southern.

The combined company would create an enhanced network of end-to-end, single-owner, single-operator service, resulting in faster, safer, and more economically viable rail options for A-OK RR. We strongly support Canadian National's proposal to acquire KCS and look forward to seeing this newly formed entity take shape and flourish.

Sincerely,

A handwritten signature in black ink, appearing to read "David Donoley", is written over a faint, light-colored rectangular stamp or watermark.

David Donoley
CEO, Arkansas-Oklahoma Railroad

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 Señora Brown:

La Asociación de Agentes Aduanales del Puerto de Veracruz es una Institución creada hace 95 años, con el propósito de velar y defender los intereses de sus Asociados. Varios de ellos nos han informado que tienen relación con CN y/o KCS – con quienes han desarrollado una sinergia comercial que les permite realizar operaciones de carga y descarga de diversos productos de comercio exterior, en beneficio de sus clientes mutuos. CN y/o KCS han complementado los servicios de transporte que los clientes de nuestros Asociados han requerido, logrando incrementar las operaciones y promoviendo la actividad económica del país.

La Asociación de Agentes Aduanales del Puerto de Veracruz apoya la adquisición de KCS por parte de CN, debido a los beneficios superiores que traería un ferrocarril CN-KCS al ofrecer servicios mas rápidos, seguros, limpios y directos para el comercio Norte-Sur.

La Asociación de Agentes Aduanales del Puerto de Veracruz apoya firmemente 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, la Asociación de Agentes Aduanales del Puerto de Veracruz 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.

La Asociación de Agentes Aduanales del Puerto de Veracruz 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 período para comentarios públicos—es prueba clara del enfoque de negocios centrado en el cliente que CN ha demostrado desde el inicio la relación con nuestros Asociados. 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,



Manuel H. Reynaud Agiss
Presidente

Asociación de Agentes Aduanales del Puerto de Veracruz, A.C.



Morelia, Michoacán, 7 de junio de 2021

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

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

Estimada Señora Brown,

Lic. Carlos Enríquez Barajas, en mi carácter de Presidente de **Asociación de Industriales del Estado de Michoacán A.C.**, con domicilio en Ireticateme 300, Col. Vista Bella C.P. 58090, Morelia, Michoacán, correo electrónico: carlos.enriquez@jafher.com.mx; ante usted con el debido respeto expongo lo siguiente:

Me permito hacer de su conocimiento que la empresa Kansas City Southern (KCS), es un socio estratégico para el desarrollo de la actividad industrial del estado de Michoacán. Prestando el servicio ferroviario de carga al centro y norte de México, de manera eficiente y segura, siendo un actor importante en el desarrollo del estado.

Es por ello que esta Asociación, considera que una combinación de Canadian National y Kansas City Southern nos ayudaría a incrementar el potencial competitivo del Puerto de Lázaro Cárdenas y de la actividad industrial de nuestro Estado. El sólido historial de éxito de KCS brindando un servicio superior, capacidades intermodales y seguridad, nos da la confianza de que una combinación de Canadian National Railway Company (CN) y Kansas City Southern estará en la mejor posición para satisfacer nuestras necesidades.

Desde nuestra perspectiva, la combinación de CN – KCS, promete proporcionar servicios de transporte de mercancías más amplios que seguramente incrementarán la conectividad ferroviaria, lo cual facilitará el tránsito de carga y ayudará a disminuir los tiempos de traslado a los principales puertos y centros de distribución en las costas del Golfo de México, el Atlántico y el Pacífico de los EEUU y Canadá, así como a los mercados claves, ayudando a los dueños de la carga a llegar tanto a los mercados existentes como a los nuevos de manera más eficiente.

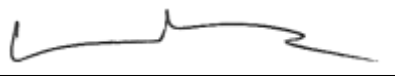
Como Asociación de Industriales, no tenemos dudas de que CN – KCS podrá integrar sus operaciones sin problemas en beneficio de los clientes ferroviarios y otras partes interesadas. Es por ello que existe interés en dicha transacción que creemos proporcionará servicios ferroviarios más eficientes y confiables. Esto fortalecerá la competencia contra otros transportistas ferroviarios y otros medios de transporte, que dan servicio a nuestros mercados. Por ejemplo:

- El papel que desempeñarán las nuevas rutas de una sola línea de CN – KCS, en la expansión del acceso a los mercados en crecimiento en Estados Unidos México y Canadá bajo el acuerdo comercial T-MEC (USMCA). Es importante que exista una verdadera opción del T-MEC.
- Las nuevas ofertas de servicios de CN – KCS, mejorarán los tiempos de tránsito y la confiabilidad, lo que reducirá los costos de nuestros equipos y mejorará nuestra eficiencia.
- Se fortalecerá la logística en la importación y exportación de materias primas y productos terminados, abriendo nuevas oportunidades para el sector industrial del estado.
- Se eliminarán costos que se ocasionaban a los clientes los cruces de ferrocarril que existían al entregar KCS a CN y viceversa.

Un elemento central de la oferta de Canadian National por Kansas City Southern que es el establecimiento de un fideicomiso con derecho a voto que beneficie a los accionistas de Kansas City Southern. Esta Asociación, apoya la aprobación del fideicomiso con derecho a voto de Canadian National. Canadian National propone la misma estructura de fideicomiso de voto que Canadian Pacific, que esa Junta aprobó recientemente con una modificación. Por las razones que el STB proporcionó al tomar su decisión, creemos que el fideicomiso de voto de Canadian National también debe recibir aprobación. Este resultado permitirá a los accionistas de Kansas City Southern tomar una decisión justa e informada sobre la combinación con Canadian National.

Por estas razones, la Asociación de Industriales del Estado de Michoacán A.C. expresa un sólido apoyo a la combinación de CN y KCS, ya que mejorará la competitividad, brindará opciones ampliadas e impulsará la eficiencia para clientes de todos los tamaños. Instamos al STB a aprobar el fideicomiso y la adquisición de KCS por parte de CN lo antes posible para que estos sistemas puedan integrarse y los beneficios de extremo a extremo de este acuerdo se puedan realizar en beneficio de todas las partes interesadas.

Sin otro particular, aprovecho la ocasión para enviarle un cordial saludo.



Carlos Enríquez Barajas

Presidente AIEMAC

Morelia, Michoacán, June 7 2021.

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

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

Dear Mrs. Brown,

B.A. Carlos Enríquez Barajas, in my capacity as President of Michoacán's Industrials Association (AIEMAC), with address Ireticateme 300, Col. Vista Bella C.P. 58090, Morelia, Michoacán, e-mail: carlos.enriquez@jafher.com.mx; with due respect I present you the following:

I would like to inform you that the company Kansas City Southern (KCS) is a strategic partner for the industrial development of Michoacán. Providing freight rail service to central and northern Mexico, efficiently and safely, being an important player in the development of the State.

That is why this Association considers that a combination of Canadian National and Kansas City Southern would help us to increase the competitive potential of the Lazaro Cardenas Port, and with it, the potential of Industrial activity of the State. KCS's strong record of success in providing superior service, intermodal capabilities, and security, gives us confidence that a combination of Canadian National and Kansas City Southern will be in the best position to satisfy our needs.

From our perspective, CN-KCS's combination promises to provide broader freight transportation services. This will surely increase railway connectivity, which will facilitate cargo transit and help to reduce transfer times to the main ports and distribution centers on the Gulf of Mexico, Atlantic and Pacific coasts of the US and Canada, as well as key markets, helping cargo owners reach both existing and new markets more efficiently.

As an Industrials association, we have no doubt that CN-KCS will be able to seamlessly integrate its operations for the benefit of railway customers and other stakeholders. That is why there is such interest in the transaction that we believe will provide more efficient and reliable rail services. This will strengthen competition against other rail carriers and other modes of transportation, which serve our markets. For example:

- The role that CN-KCS' new single line routes will play in expanding access to growing markets in the United States, Mexico and Canada under USMCA agreement. It is important that there is a true USMCA option.

- The new service offerings from CN-KCS will improve transit times and reliability, which will reduce our teams costs and improve our efficiency.
- Logistics in the import and export of raw materials and finished products will be strengthened.
- The costs incurred by the railroad crossings that existed when delivering KCS to CN and viceversa will be eliminated.

A key element of Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits the shareholders of Kansas City Southern. This Association supports the approval of the Canadian National voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which that Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe that the Canadian National voting trust should also receive the approval. This outcome will allow Kansas City Southern shareholders to make a fair and informed decision about the combination with Canadian National.

For these reasons, Michoacán's Industrials Association expresses strong support for the combination of CN and KCS as it will improve competitiveness, provide expanded options and drive efficiencies for clients of all sizes. We urge the STB to approve the trust and the acquisition of KCS by CN as soon as possible so these systems can be integrated and the end-to-end benefits of this agreement can be realized for the benefit of all stakeholders.

Without further ado, I take this opportunity to send you best regards.

Carlos Enríquez Barajas

President of AIEMAC



Cumbres

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

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating 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 inform you that we have a commercial and services relationship since 2009 to date, where AUTOMOTORES CUMBRES SA DE CV, being an established distribution agency of the FORD brand with the specialty of selling new and pre-owned cars, within our main functions is to supply units for executive use SUV FUSION and SUV ESCAPE as well as our entire range of RANGER TRUCKS, F-150, F-250 DIESEL F-350, F-450 in all its versions and catalogs for this reason we are pleased to be able to express it through this writing

AUTOMOTORES CUMBRES S.A. DE C.V. 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.

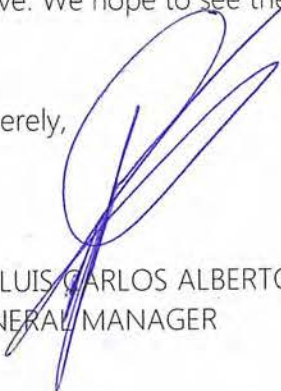
Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. AUTOMOTORES AUTOMOTORES CUMBRES S.A. DE C.V. unequivocally supports approval of Canadian



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.

AUTOMOTORES CUMBRES S.A. DE C.V. 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,



LIC LUIS CARLOS ALBERTO MORALES MATA
GENERAL MANAGER

cc: Parties of Record



AV CARGO LLC
FREIGHT FORWARDERS
& WAREHOUSING

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

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

Dear Ms. Brown:

AV CARGO LLC FREIGHT FORWARDERS & WAREHOUSING , the relationship is the crossing in railway.

AV CARGO LLC FREIGHT FORWARDERS & WAREHOUSING supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

The needs of AV CARGO LLC require all kinds of service from Canadian National de Kansas City Southern

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.
- Quick services, notices to the Company s, emails, to immediately release the merchandise and serve customers well.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. AV CARGO LLC FREIGHT FORWARDERS & WAREHOUSING, 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.

AV CARGO LLC FREIGHT FORWARDERS & WAREHOUSING 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,

FRANCISCO J. ALMANZA

FRANCISCO J. ALMANZA
MANAGING DIRECTOR

Maricarmen Castillo
MARICARMEN CASTILLO
MANAGER

Silvia Manriquez
SILVIA MANRIQUEZ
TRAFFIC COORDINATOR

cc: Parties of Record



AV CARGO LLC
FREIGHT FORWARDERS
Et WAREHOUSING

101 Roma Terra Drive
Roma Business Park
Roma, Texas 78577
Ph. (956) 781-7252
Fax. (956) 781-6628

Brandt Dealer Support, LLC

2034 Greenbrier Drive, Collinsville, IL. 62234

Business 618-343-9050 **Facsimile** 618-343-9051 **Cell** 618-407-1526

E-Mail Albert.Allen@Brandt.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:

Brandt Dealer Support, LLC is a retail and wholesale supplier of crop nutrients to Illinois agriculture and utilizes both the CN and KCS rail systems as an integral part of our supply for the market we serve. We have utilized both rail systems for the last 20 years and find both companies to provide good service at reasonable rates. We receive 400-500 anhydrous ammonia cars on the combined rail system at the present time. Our belief is the combination will enhance our distribution system..

Brandt Dealer Support, LLC supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

Brandt Dealer Support, LLC ships ammonia from plants located in the Alberta province in Canada, as well as, domestic product from Coffeyville, Kansas and Lima, Ohio to Illinois

destinations, Carrollton, Jerseyville, Lowder and Roodhouse for off-loading. This practice avoids the utilization of trucks hauling anhydrous ammonia long distances on US highways, as well as, allows for better utilization of existing trucks/drivers.. An anhydrous ammonia car is the equivalent of 4 trucks so we effectively take 1,600-2,000 long haul trucks off the road. The anhydrous ammonia is utilized for agricultural inputs and industrial uses in Illinois and Iowa.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

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 Anhydrous Ammonia from Canada, Lima, OH and Coffeyville, KS.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.
- Brandt Dealer Support, LLC believes the merger will provide a better supply system allowing our supplier to ship Canadian rail to our KCS locations, thereby enhancing our supply system, by making it more flexible.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Brandt Dealer Support, LLC 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.

Brandt Dealer Support, LLC 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,


E. A. Allen, Jr.
Manager

cc: Parties of Record

June 9, 2021

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

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

Dear Ms. Brown:

Brenntag Mid-South, Inc. is a chemical and ingredients distribution company that operates multiple sites throughout North America serviced directly by the KCS railway. Brenntag is a provider of essential services and products, many of which are purchased from various suppliers from within the United States.

Brenntag Mid-South 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 our 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 distribution sites is highly dependent on the KCS 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 North America and 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.

-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,

BRENNTAG MID-SOUTH, INC.

Bill Wilson

Bill Wilson
Director – Logistics

Cc: All Parties of Record



La marca de la gestión
forestal responsable
FSC® C102409

"Pregunte por nuestros
productos certificados FSC®"

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

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

Dear Ms. Brown:

Cartones Ponderosa, S.A. de C.V. is a paper fabrication mill with more than 40 years in the Mexican market. We have a relationship with KCS for more than 30 years. KCS México is the operator who gives the service in our facility since 1997. The relationship we have as a whole is a business partnership, due constantly seek to add value reciprocally. The service that the CN provides us has been a sum of efforts in conjunction with KCS in terms of integration of routes for importing materials mainly.

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

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

The business needs are mainly focused on capturing raw materials, such as secondary fiber and chemicals for papermaking. These materials are transported primarily by truck and rail, mainly from the US, so we know the importance and benefits cost issues an alliance of this type can generate ourselves.

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

For example:

- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway.



Libramiento a Tequisquiapan Km. 4
Col. Zona Industrial Valle de Oro
76803, San Juan del Río, Qro.
Conm. (427) 271 9600
www.cartonesponderosa.com.mx

- Create new market reach (expand market options) for both sourcing of inbound and outbound opportunities. (also could point out CN has a larger footprint which generates more possibilities).
- The merger will provide seamless North South connectivity which help further integrate North American supply chains.
- Customers of both companies would benefit from faster, safer, more direct and more efficient service for North-South trade.
- We have the best environment record in the rail industry.
- CN consumes approximately 15% less locomotive fuel per gross ton mile than the industry average.
- CN invests in technology and is prepared to extend our recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.
- CN's safety culture, superior technology and operating experience would ensure safe operations across Canada, the U.S. and Mexico.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Cartones Ponderosa, S.A. de C.V. 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.

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

Sincerely,



Francisco Barrios Guerrero
Purchasing 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:

CEMEX SAB has had an important relationship with Kansas City Southern de Mexico since 1997 and we have strong operations in the Northeast area of Mexico from Laredo, TX. to Michoacán, Mexico. According to our services agreement.

CEMEX SAB supports the combination of Canadian National and Kansas City Southern because it will create benefits on trade services from Mexico to South of USA.

We believe that a combination of Canadian National and Kansas City Southern would help us to win efficiencies in our operations and markets. Canadian National's strong track record of success providing superior service and safety, gives us confidence that a combined Canadian National-Kansas City Southern would be best positioned to serve our needs.

Kansas City Southern de México operates by railroad more than 3 million metrics tons per year of our materials and products such as pet coke, CO₂, cement bags and cement bulks to satisfying our operations needs through Mexico and South of United States of America.

CEMEX SAB is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern.

Sincerely,

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

Sergio A. Gonzalez
Manager Railroad Operations CEMEX SAB

June 2, 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 City Development Corporation of El Campo has counted Kansas City Southern as a strategic ally in our economic development efforts for El Campo and Wharton County for a long time. The dependably quick response we receive when requesting support or assistance from the entire KCS team helps us to provide timely responses to our businesses.

The City Development Corporation of El Campo supports the combination of Canadian National and Kansas City Southern because it will create faster and more direct service for North-South trade. This trade will travel through El Campo, where we have an abundance of available land with rail frontage. The resulting continuity of service directly from not only from Mexico, but now through the US and into Canada, through El Campo, is critical for our future growth. The combination will help achieve the potential of the USMCA and is a definite win-win for our community's economic development efforts.

We believe that a combination of Canadian National and Kansas City Southern would help us to stand out in Texas and US markets. Canadian National's strong track record of success in providing superior service, intermodal capabilities, and an exceptional safety track-record, gives us confidence that a combined Canadian National-Kansas City Southern would be the ultimate rail partnership to serve our needs.

Additionally, Canadian National's successful track record of combinations over the past 25+ years also provides assurance that Canadian National will effectively and seamlessly be able to integrate and partner with Kansas City Southern. 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 our existing and future businesses. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available to our users.

City Development Corporation of El Campo
Telephone: 979-543-6727

707 Fahrenthold

El Campo, Texas 77437
www.elcampoeco.org

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, greatly benefiting the shipments of our local goods to and from Mexico and Canada.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders. This experience would be invaluable to us as we expand on the rail-served business community in El Campo.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. The City Development Corporation of El Campo 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.

The City Development Corporation of El Campo 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 this premier 21st century railway come to life and are very excited about all the ways our community and Wharton County will benefit from this merger.

We look forward to hearing this has been approved. Please let me know if there is anything else you need from our office. We are at your service.

Blessings!!



Carolyn Gibson, Executive Director
City Development Corporation of El Campo

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:

My name is Héctor Villarreal, I am Executive Director of **COMCE Noreste (Mexican Foreign Trade Council Northeast Region)** – States of Nuevo León, Tamaulipas, Coahuila, Durango and Chihuahua). In my role, I am responsible for creating business plans, overseeing day-to-day activities, improving performance, developing organizational culture, supervising heads of departments, reporting on revenue, and directing organizational strategy.

COMCE Noreste supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

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 our member companies. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

For example:

- The combined company's single-owner, single-operator service would enhance the ability to be competitive in the markets in the North American market, benefiting shipments of our member companies.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. COMCE Noreste 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.

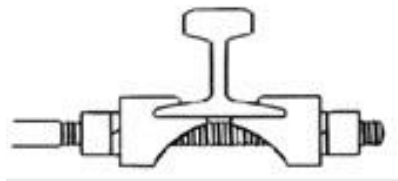
COMCE Noreste is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

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

Hector Villarreal
Executive Director

cc: Parties of Record



CONSTRUCCIONES Y MAQUINARIA SEF 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:

CONSTRUCCIONES Y MAQUINARIA SEF is a KCSM customer, we currently have a terminal, in which we unload sand, plastics, fuels and other materials necessary for the country's industries.

Construcciones y Maquinaria SEF supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

For us, the fusion of KCS and CN, would open up many possibilities to expand operations to the markets of the northern United States and Canada, this would bring a high demand for cargo with materials necessary for the Mexican industry, we have a terminal designed to operate manifest and unitary trains.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

For example:

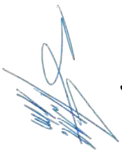
- The service of a single owner and operator of the combined company would improve our ability to be competitive in the markets in which we operate, benefiting our general cargo shipments from Canada to Mexico.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Construcciones y Maquinaria SEF 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 shareholders to make a fair and informed decision on combining with Canadian National.

Construcciones y Maquinaria SEF 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,



IVAN L. LEAL
OPS MANAGER

cc: Parties of Record

June 8, 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 – Proposed Purchase of Kansas City Southern Railway by Canadian National Railways

Dear Ms. Brown,

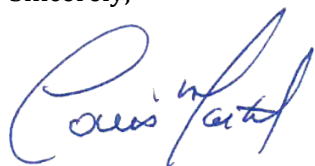
The CSL Group Inc. (CSL) is a leading provider of marine dry bulk cargo handling and delivery services, and the world's largest owner and operator of self-unloading vessels. We deliver millions of tonnes of dry-bulk cargo a year for customers around the world in industries ranging from construction and steel to energy and agri-food. The cargoes we transport include iron ore, grain, coal, salt, aggregates, sugar and cement, among others. CSL's beginnings can be traced back to 1845.

CSL's multi-year relationship with CN is strong and we are integrated with them as a viable business partner benefitting both our respective companies and our mutual customers. CN not only runs an excellent railway, but they are also a major player in multimodal solutions including connections to Great Lakes Shipping vessels.

CSL supports the combination of Canadian National and Kansas City Southern, believing that the combined company would create an enhanced network that will produce even greater transportation connections for customers using these important gateways. The combined company's service would enhance the industry's ability to be competitive in the Great Lakes transload and vessel markets. Offering CSL and CN market extensions to current KCS customers and bulk material producers would offer them more end to end transportation solutions including inland transportation and access to deep water ports.

For these reasons, CSL believes in Canadian National's proposed acquisition of Kansas City Southern, and we would ask that you strongly consider the merit of their offer.

Sincerely,



Louis Martel
President and Chief Executive Officer

EAST CAMDEN & HIGHLAND RAILROAD

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

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating 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 East Camden & Highland Railroad (EACH) has a longstanding, positive working relationship with the KCS, interchanging literally thousands of customer shipments via our junction at Doyline, Louisiana. Their service has always been an integral part of our overall operations.

EACH supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

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, providing single line service of our shipments to and from Doyline, LA to various points in the Midwest and Canada.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. EACH 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.

EACH 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 black ink, appearing to read "L.B. Coffey", with a horizontal line extending from the left side.

L.B. Coffey
President
East Camden & Highland Railroad

cc: Parties of Record



Support Growth
Connect People
Build Leaders

East Mississippi Business Development Corporation

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 and Kansas City Southern announced they would combine to create the premier railway for the 21st century, connecting ports in the United States, Mexico, and Canada to facilitating trade and economic prosperity across the United States. I believe that this combination would expand the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in **MERIDIAN, LAUDERDALE COUNTY, MISSISSIPPI** and the **EAST CENTRAL MISSISSIPPI REGION**.

For many years, Canadian National has been an integral part of the transportation system. Their railroad safely and reliably connects **MERIDIAN, LAUDERDALE COUNTY, MISSISSIPPI** businesses, large and small, to markets around the world via the Kansas City Southern. Perhaps more importantly, as the most fuel-efficient railroad in North America, Canadian National 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.

Canadian National has operated in the United States for more than 100 years and is committed to being a strong local partner in every community where it operates.

Finally, I was encouraged by the STB's decision to approve the voting trust for Canadian Pacific's proposed acquisition of Kansas City Southern and urge the STB to promptly reach the same decision with respect to the identical voting trust put forward for Canadian National's proposed acquisition of Kansas City Southern. Approving their voting trust will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National. For all of the reasons outlined above, I strongly support Canadian National's proposed combination with Kansas City Southern and urge you and the Board to give the proposal every consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Bill Hannah', is written over a light blue horizontal line.

Bill Hannah, President/CEO
East Mississippi Business Development Corporation

cc: East Mississippi Business Development Corporation, Board of Directors (*attached*)



East Mississippi Business Development Corporation

Support Growth
Connect People
Build Leaders

**EAST MISSISSIPPI BUSINESS DEVELOPMENT CORPORATION
2020-2021 BOARD OF DIRECTORS**

****Ms. Ann Alexander**
A & B Electric Co., Inc.
PO Box 1265
Meridian, MS 39302

Mr. John Anderson
Anderson Regional Medical Ctr.
2124 14th Street
Meridian, MS 39301

***Mr. Jonathan Bell**
Vital Care
1501 23rd Avenue
Meridian, MS 39301

Mr. Cole Cardwell
Structural Steel Services, Inc.
PO Box 2929
Meridian, MS 39302

Mr. Jorge' Frias
Pioneer Automotive
5184 Pioneer Rd
Meridian, MS 39301

Mr. David Hall
Hall Timberlands
7224 Poplar Springs Drive
Meridian, MS 39305

***Mr. Michael Harvey**
Mississippi Power Company
2401 11th Street
Meridian, MS 39301

***Mr. Larkin Kennedy**
Rush Health Systems
1314 19th Avenue
Meridian, MS 39301

Ms. Dixie LaBruyere
Caesar's Little Pizzas
806 Highway 19 North, Suite 300
Meridian, MS 39307

Mr. Justin McDonald
Yates Companies
One Gully Ave.
Philadelphia, MS 39350

Mr. Donnie Massey
D&H Construction & Cabinetry
8589 A.C. Brown Road
Meridian, MS 39305

***Mr. Jeff McCoy**
Great Southern Bank
PO Box 1271
Meridian, MS 39302

***Mr. Archie McDonnell, Jr.**
Citizens National Bank
PO Box 911
Meridian, MS 39302

Mr. Jerome Roberts
Tower Automotive
6305 St. Louis St
Meridian, MS 39304

Mr. Wade Sims
Wells Fargo Advisors
2115 Fifth Street, Suite A
Meridian, MS 39301

***Mr. Josh Waters**
Waters International Trucks, Inc.
PO Box 4157
Meridian, MS 39304

Mr. Daniel Wile
Southern Cast Products
1010 Wile Road
Meridian, MS 39301

***** Education Chair**
Dr. Tom Huebner, Meridian Comm College
***** Military Chair**
Captain Brent Moore, NAS Meridian
***** Minority Business Alliance Chair**
Mr. Jimmy Copeland, Copeland Holdings

***Executive Committee**
**** Emerita**
***** Ex-Officio**



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

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

Dear Ms. Brown:

EINSA POLYURETHANE ELASTOMERS SA DE CV. is a Mexican company that through a long trajectory in the manufacture of parts and the coating of rubber and polyurethane rollers we have become one of the most important in its branch in the north of the Mexican Republic; offering quality, price and service in an extensive variety of products that cover all the needs of the industry and we been working together with KCS since 2014.

EINSA POLYURETHANE ELASTOMERS SA DE CV. 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 **EINSA POLYURETHANE ELASTOMERS SA DE CV** 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.

EINSA POLYURETHANE ELASTOMERS SA DE CV. 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,

Marcos T. Martinez Garza.
Sales Manager

cc: Parties of Record



Guadalupe, NL
May 31st., 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:

ENLACEFORTE, SA DE CV 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.

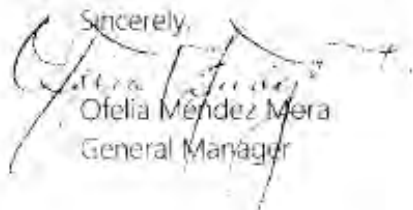


We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders.

ENLACEFORTE, SA DE CV 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.

ENLACEFORTE, SA DE CV 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,

Ofelia Méndez Mera
General Manager

cc: Parties of Record



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

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

Dear Ms. Brown:

ESSITY HIGIENE Y SALUD MEXICO S A DE C V has been a KCSM customer for many years, we import goods (woodpulp and scrap paper) from USA and Canada.

ESSITY HIGIENE Y SALUD MEXICO S A DE C V supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

We are looking for more sourcing in Canada, however at this time we do not ship from CN served facilities because we have not credit with them. So, we believe the merge between both companies will be helpful for us in order to get better price and the possibility to purchase goods from our suppliers with CN served spur as now you will be a single-line.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

For example:

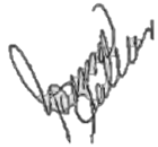
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of woodpulp and scrap paper from Canada to Monterrey and Sahagun city, Mexico

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. ESSITY HIGIENE Y SALUD MEXICO S A DE C V 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.

ESSITY HIGIENE Y SALUD MEXICO S A DE C V 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 black ink, appearing to read 'Norma Saldivar Valente', written in a cursive style.

Norma Saldivar Valente
foreign trade legal representative

cc: Parties of Record



First Cooperative Association

960 Riverview Drive
PO Box 60
Cherokee, Iowa 51012

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

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

Dear Ms. Brown:

First Cooperative Association's grain facility at Aurelia, Iowa has 3.737 million bushels of federally licensed corn and soybean storage capacity, as well as track siding and loadout facilities to load 25 car units of each commodity. Additionally, FCA maintains 13.659 million bushels of corn and soybean storage capacity at facilities which surround Aurelia, all within a 25 miles radius. Currently, this Aurelia facility is FCA's only functioning rail loader. FCA also maintains a 27,000-ton capacity dry fertilizer plant at Aurelia, and receives, annually, 65-90% of the tons handled through this plant via CN rail. FCA and CN have always enjoyed a good working relationship. Over the course of time, as unit trains for corn and soybean shipments have grown to 110-115 cars, FCA's ability to regularly find a competitive market for 25 car units of either commodity has been significantly reduced. Local geographical features make the expansion of Aurelia's siding capacity extremely challenging, both physically and financially. With limited marketing opportunities for 25 car trains, FCA has essentially been relegated to a local truck market shipper. The on-set of the Covid-19 pandemic in 2020 and the resulting collapse of interior US ethanol manufacturing, as well as the disruption to livestock feeding and feed manufacturing in our local area, focused a very bright light on FCA's inability to access markets due to our extremely limited rail capacities.

First Cooperative Association supports a CN-KCS railway for the access to Southern US feed manufacturing and export markets in which 25 car units are still viable for the end-user.

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

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of corn and soybeans from Aurelia, Iowa to additional destination markets in the United States and Mexico.
- A combined CN-KCS will improve the North American transportation network and create a true USMCA railway.
- Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.
- Customers of both companies would benefit from faster, safer, more direct, and more efficient service for North-South trade.

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

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

Sincerely,

A handwritten signature in blue ink that reads "Wayne Pingel". The signature is written in a cursive, flowing style.

Wayne Pingel
Grain Dept. Manager/Merchandiser
First Cooperative Association

cc: Parties of Record



1102 Main Street
P.O. Box 1328
Columbus, MS 39701
P 662.328.8369
F 662.327.3417
www.gtrlink.org

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 and Kansas City Southern announced they would combine to create the premier railway for the 21st century, connecting ports in the United States, Mexico, and Canada to facilitating trade and economic prosperity across the United States. In the Golden Triangle, we believe that this combination would expand the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in our region that spans Columbus, Starkville and West Point, Mississippi.

For many years, Kansas City Southern has been an integral part of our region's multi-modal transportation system. Their railroad safely and reliably connects the Golden Triangle businesses, large and small, to markets around the world.

Perhaps more importantly rail options offer 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. Sustainability is an ever-increasing element in our economic development efforts.

I have worked with KCSR for many years and appreciate their responsiveness and openness to the needs of residents. Canadian National has operated in the United States for more than 100 years and is committed to being a strong local partner in every community where it operates.

The proposed merger with Canadian National would open up connectivity and service to our already abundant options. We fully support this acquisition and look forward to working with both companies for decades to come.



GOLDEN TRIANGLE DEVELOPMENT LINK

1102 Main Street

P.O. Box 1328

Columbus, MS 39701

P 662.328.8369

F 662.327.3417

www.gtrlink.org

Our transportation partners have encouraged us to communicate our support for the STB's decision to approve the voting trust for Canadian Pacific's proposed acquisition of Kansas City Southern and urge the STB to promptly reach the same decision with respect to the identical voting trust put forward for Canadian National's proposed acquisition of Kansas City Southern.

Approving their voting trust will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National. For all of the reasons outlined above, I strongly support Canadian National's proposed combination with Kansas City Southern and urge you and the Board to give the proposal every consideration.

Sincerely,

Joe Max Higgins, Jr.
Chief Executive Officer
Golden Triangle Development LINK



GRUPO FUNSAM, S.A. DE C.V.

ALTA TECNOLOGÍA EN BOLSAS DE POLIETILENO TIPO CAMISETA

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

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating 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 Funsam, SA de CV requires the Kansas City Southern rail transport service from the United States to Mexico, we have worked with them for several years to date, the service and treatment they provide us is very good, they satisfactorily cover our transportation needs.

Grupo Funsam supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

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 Houston to Laredo to Mexico.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Grupo Funsam 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.

Grupo Funsam 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,

Grupo Funsam SA de CV
Jesus Angel Garcia Garduño
Director

cc: Parties of Record

AV. SAN RAFAEL NO. 43 • PARQUE INDUSTRIAL LERMA • LERMA, EDO. DE MÉX. • C.P. 52000

TELS: (01 728) 282 19 55 • 282 19 56 • 282 19 57 • 282 67 80 • 282 11 66



GRUPO OPERADOR MULTIMODAL, S.A. DE C.V.
Tahel 429 2do. Piso
Col. Pensador Mexicano
15510, Ciudad de México
Tel. (55) 5771-8200

Mexico City 06/09/2021

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

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

Dear Ms. Brown:

Grupo Operador Multimodal SA de CV is a national logistic company that bring Logistics services around the World and we have a excellence relationship with Kansas City Mexico where satisfaction with service, business relationship over time.

Grupo Operador Multimodal SA de CV supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

Grupo Operador Multimodal SA de CV move a high volumen from Lazaro Cardenas to Hidalgo of difetents types of prodcuts with Kansas City 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.



GRUPO OPERADOR MULTIMODAL, S.A. DE C.V.
Tahel 429 2do. Piso
Col. Pensador Mexicano
15510, Ciudad de México
Tel. (55) 5771-8200

rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

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 Mexico to USA and Canada that actually we move in truck service.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.
- The combined company's can help us to generate new business opportunities and get lower rates.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Grupo Operador Multimodal SA DE CV 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.

Grupo Operador Multimodal SA de CV 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 black ink, appearing to read 'José Reyes Flores', is written over a circular stamp or seal.

José Reyes Flores
Operations Manager



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

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating 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 Perfimexa has been a customer of Kansas City Southern since they started fully operating in Mexico around 2004. Kansas City Southern has been a strategic logistic supplier for our Company thru this period of time to grow our business and commercial relationships in North America market. The people involved and the whole Organization of Kansas City Southern has been fully professionals and supportive to Us.

Grupo Perfimexa supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

We use Gondolas to import products and raw materials to our production plant in Monterrey, Mexico, and use Boxcars to export products back to the USA.

I am sure that with this combination of this two Companies we will be able with more competitive rates. To reach the Canadian Markets, as for supply of our main raw materials and as offering our finish products to that markets, that's has been in our target for a long time but do to high rates we can't serve. Together as one Company they will be more competitive and offer better service and more competitive pricing.

The combined company would create network with enhanced end to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

Grupo Perfimexa, S.A. de C.V.

Villagrán 2701. Col. Bella Vista. C.P. 64410 Monterrey, N.L. México
Tels. (81) 8375-0452 Fax. (81)8374-0998

For example:

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Grupo Perfimexa 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.

Grupo Perfimexa 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,



Guillermo Gonzalez Elizondo
CEO
Grupo Perfimexa

cc: Parties of Record

”

Grupo Perfimexa, S.A. de C.V.



GRUPO SERVITEXATL S.A. DE C.V.
GSE180914USA

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

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating 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 Servitexatl SA de CV provides the maintenance and cleaning service as well as the commercialization of various products

Grupo Servitexatl SA de CV 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. Grupo Servitexatl SA de CV 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.

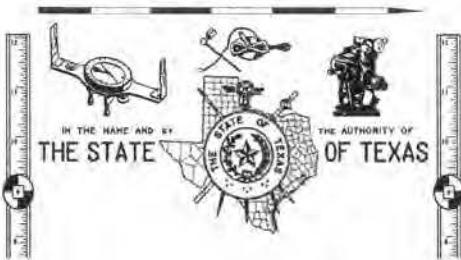
Grupo Servitexatl SA de CV is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Omar Rafael Rodriguez Avendaño
Gerente General

NO. Proveedor 500011876



HODDE & HODDE
LAND SURVEYING, INC.
Professional Land Surveying and Engineering
613 E. Blue Bell Road
Brenham, Texas 77833-2411

OFFICE PHONE: (979) 836-5681
FAX: (979) 836-5683
www.hoddesurveying.com
TBPE&LS SURVEY FIRM REG. NO. 10018800
TBPE&LS ENGINEERING FIRM REG. NO. F-18046

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

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

Dear Ms. Brown:

Hodde & Hodde Land Surveying, Inc. has provided surveying related and support services to Kansas City Southern, the Kansas City Southern Railway Company, the Texas Mexican Railway Company and the rail road industry for many years.

Hodde & Hodde Land Surveying, 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.

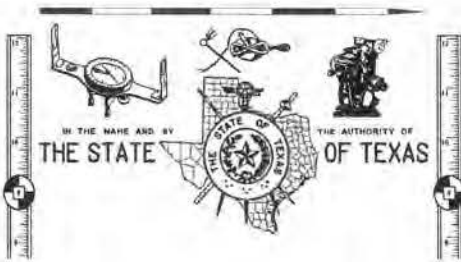
As a supplier to the railway industry, this combination will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

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. Hodde & Hodde Land Surveying, 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



HODDE & HODDE
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TBPE&LS ENGINEERING FIRM REG. NO. F-18046

Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Hodde & Hodde Land Surveying, 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,

Jon E. Hodde, RPLS/Consultant
Hodde & Hodde Land Surveying, Inc.
613 East Blue Bell Road
Brenham, Texas 77833

jon@hoddesurveying.com (email)
www.hoddesurveying.com (website)
(979)-836-5681 (voice)
(979)-836-5683 (fax)



16211 La Cantera Parkway
Suite 202
San Antonio, TX 78256

May 28, 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:

On behalf of Howard Energy Partners (HEP), I am writing to express our support for the approval of the Canadian Northern (CN) and Kansas City Southern (KCS) Railroad combination, as the transaction would provide significant benefits that we are eager to see realized.

HEP is a midstream company with a focus on providing logistics solutions for the import and export of energy products through our pipeline and terminal systems. We have common customers with KCS, and currently work with KCS on the exportation of refined products from U.S. Gulf Coast-based terminals to Mexico.

Consolidation of CN & KCS would expand opportunities for HEP and our terminal customers to improve rail logistics solution for the flow of crude oil, LPGs, and refined products with Canada, through an efficient, single-line rail haul to the U.S. Gulf Coast.

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

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

Central to the CN bid for KCS is the establishment of a voting trust that benefits the KCS shareholders. HEP supports the approval of the same voting trust. Our understanding is that CN proposes the same voting trust structure as proposed by CP, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe CN's voting trust should also receive

approval. This outcome will allow KCS's shareholders to make a fair and informed decision on the merger.

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

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

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

Thank you,

A handwritten signature in black ink, appearing to read 'Roy Patton', with a stylized, sweeping flourish at the end.

Roy Patton
Executive Vice President and Chief Commercial Officer



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

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

Dear Ms. Brown:

HYUNDAI GLOVIS MEXICO who has a relationship with Kansas City Southern Mexico thru Shipping Lines and directly too for some new business projects we have been satisfied with the kindly and professional service for the daily operation but also and the most important, in the most difficult situations that we faced together during this last years.

HYUNDAI GLOVIS MEXICO who supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

We ship automotive CKD cargo that came from Asia to our customer's automotive factories located in México. We receive most of our cargo thru Lazaro Cardenas Port to Salinas Victoria Intermodal Terminal located in Nuevo Leon, Mexico thru KCSM services.

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 CKD cargo from Asia to Lazaro Cárdenas, México.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.
- Customer service and extension rail service by Canadian National.

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

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. HYUNDAI GLOVIS MEXICO 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.

HYUNDAI GLOVIS MEXICO 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 be 'Luis Martínez', written over a faint circular stamp or watermark.

Luis Martínez
Forwarding Head of Section Operation Manager

cc: Parties of Record

IM Steel, Inc.

1685 N. Rt. 50
Bourbonnais, IL 60914

Phone (815) 936-4500
Fax (815) 936-4501

June 9, 2021

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

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

Dear Ms. Brown:

IM Steel is a loyal customer of Canadian National Railway. CN has been servicing our rail spur exclusively for approximately two decades. This service includes empty and loaded car deliveries/pick-ups. In addition, CN also has a relationship with our parent company, Belson Steel Center Scrap. Through this relationship, Belson Steel purchases scrap rail, manganese, and OTM from CN. This material is delivered by rail through CN.

IM Steel 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.

IM Steel/Belson Steel has a long relationship with a few steel companies in Mexico. Currently we use our Union Pacific rail spur at a different location to serve our needs with Mexico. I see a significant benefit to being able to ship direct from Mexico to our main yard where our CN spur is located.

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of steel plate from Mexico to Bourbonnais, IL USA.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- The combined company would direct our current business with Union Pacific to CN/KCS.

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

IM Steel 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 'Zac Upstone', written over a horizontal line.

Zac Upstone
Accounting/Rail Manager
IM Steel, Inc.
Belson Steel Center Scrap, Inc.
(815) 932-7416 ext. 227
zupstone@belsonsteel.com



Ingeniera Ambiental Aquaterra

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

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

Dear Ms. Brown:

Ingenieria Ambiental Aquaterra SA de CV., Is a provider of environmental consulting services for the investigation and remediation of sites of interest to the company. As well as providing environmental emergency services.

Ingenieria Ambiental Aquaterra SA de CV. 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. Ingenieria Ambiental Aquaterra SA de CV., 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.

Ingenieria Ambiental Aquaterra SA de CV., 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,

Ing. Mauricio Rosas Madrid.
Director

cc: Parties of Record

Atizapán de Zaragoza, Edo. de Méx.
Tel. 01 55 7258-2841.
01 55 7258 5203.



Mexico City, May 28, 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:

Instalaciones Elemsa S.C. de R.L. de C.V is one of the most important installation companies in Mexico, specialized in fire detection and protection, electrical systems (high, medium and low voltage) and hydraulic systems in buildings.

From residential constructions to the most complex chemical and petrochemical plants, our work team offers the best alternatives for solving installation problems, applying the highest international standards.

Instalaciones Elemsa covers the entire national territory, proposing integrated solutions for projects from engineering up to start up and maintenance. Working successfully with you since 2017

Instalaciones Elemsa S.C. de R.L. de C.V. 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. Instalaciones Elemsa S.C. de R.L. de C.V. 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.

Instalaciones Elemsa S.C. de R.L. de C.V. 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 "Santini", is written over a large, faint, stylized "E" logo that matches the company's branding.

Víctor Santini
Director General

cc: Parties of Record



INTER-BENTLEY, INC.

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

June 7th, 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:

INTER BENTLEY, INC. has been in the solvents and bulk chemicals market since 1980. Our main market lies in the exporting into Mexico's different areas; into various industries. We have shifted from trucks to sea vessels to railcars (on and off) for many years, trying to achieve the best cost/time effective logistics for our needs (all this, mainly from the Houston Area and into Mexico's central cities. Railway/railcar service has meant, in the past, a lot to us; as it used to be a relatively low-fare, fast-track way to attend our customers all around. We have used the Kansas City Southern railways for many years now, and I can definitely say that they are in need of a strategical cooperation to enhance and better their current structure and service. Unfortunately, with time and railway saturation, the more recent times have not been as satisfactory as we would like them to be.

INTER BENTLEY supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

Needless to say, we also believe it to be URGENT for new railway lines to be constructed in the Mexican territory, as the main line connecting the northern border (Laredo/Matamoros) with Mexico City, is totally saturated and there can only be so many railcars running at a time; more and more diverse routes are needed with haste.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

21021 Springbrook Plaza Dr. # 260 Spring, TX 77039 U.S.A.
Phone: (281) 587-1333 Fax (281) 587-1137

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 solvents and chemicals from the Houston Area to Mexico's main cities.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. INTER BENTLEY, 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.

Our Company 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,



Rolando Hernandez de Tejada
Director

cc: Parties of Record



1000 South State Street • Jerseyville, IL 62052 • (618) 498-6466 • Fax (618) 498-9266

ESTABLISHED 1903

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

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

Dear Ms. Brown:

Jersey State Bank is a locally owned bank located in Jerseyville, Illinois. We are excited to for the anticipated economic development park to be in Jerseyville. The development is important to the economic growth and future to our area. CN-KCS is vitally important to this \$100 million project.

Jersey State Bank supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

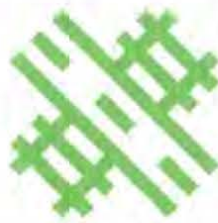
Jersey State Bank is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in blue ink that reads 'Mark M. Schaefer'.

Mark M. Schaefer
President/CEO
Jersey State Bank

cc: Parties of Record



Partners in Progress

WORKING TOWARD REGIONAL PROSPERITY

June 2, 2021

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

Re: FD36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries-Control-Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company.

Dear Ms. Brown:

Jerseyville Economic Development Council, Inc. has worked with Kansas City Southern for several years to establish a 1,600-acre manufacturing/distribution development to be rail served by KCS.

Jerseyville Economic Development Council, Inc. supports the combination of Canadian National and Kansas City Southern because it will create faster, cleaner, and more direct service for North-South trade, the cornerstone of the Jerseyville industrial development. The combination will help achieve the potential of the USMCA.

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

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we intend to operate, benefiting our shipments of consumer goods from Mexico to the Midwestern United States.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders, which is the most significant focus of our industrial project.
- The addition of a Canadian route will allow Jerseyville to expand their project focus to include the Canadian market.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Jerseyville Economic Development Council, Inc. unequivocally support 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.

Jerseyville Economic Development Council, Inc. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Shari Albrecht
Executive Director

JEDC Partners in Progress

115 East Prairie Street, Jerseyville, Illinois 62052

sharialbrecht@jedc-il.us

217/556-8696



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

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

Dear Ms. Brown:

Kimberly Clark de México had a customer relationship with Kansas City Southern since this company began operations in México, handling shipments from Canada and USA of raw materials for our different operations in Mexico.

Kimberly Clark de México supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

Kimberly Clark de México and our suppliers use rail cars from Canadian National, Kansas City Southern and other railway companies for the transportation of raw materials (cellulose pulp, scrap paper and resins) from several origins in Canada and USA to seven production facilities located along Mexican territory. We also use other modes of transportation such as containers and trucks.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available. 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 raw materials from Canada and USA to Mexico.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.
- We are expecting benefits in reduction of days for car's allocation at our suppliers, a reduction in transit times both in USA and México and a reduction in freight costs.

Sincerely

A handwritten signature in black ink, appearing to read 'Catalina Uribe Restrepo', is written over the typed name.

Catalina Uribe Restrepo



*Lake Drive Logistics
6344 Lake Drive
Godfrey, IL 62035*

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

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

Dear Ms. Brown:

Lake Drive Logistics is a transload/warehouse facility along the main line of Kansas City Southern. We have been moving freight from Mexico and the southern states for distribution to the Midwest. Over the past 6 years we have built a great relationship with Kansas City Southern.

Lake Drive Logistics supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

We look forward to the Canadian National and Kansas City Southern becoming one Railroad as it will create many more opportunities for Lake Drive Logistics to expand and better service our customers.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

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. Lake Drive Logistics will be able to move more commodities in and out of the Midwest more cost effective with this merger.

- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Lake Drive Logistics 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.

Lake Drive Logistics 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,
Tim Kuebrich



Lake Drive Logistics
Owner

cc: Parties of Record



LASCASIANA S.A. de C.V.

Carr. a Zacatecas No. 901-A Col. Salazares C.P. 78413
San Luis Potosí, S.L.P., México Tel: +52(444) 8221333
Fax: +52(444) 8221337 www.lascasiana.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:

LASCASIANA, S.A. DE C.V. has 44 years of experience in the railway market, we have been suppliers of Kansas City Southern for more than 10 years, we have a large inventory of spare parts for locomotives to meet the needs of our customers, among which are mechanical, electrical, pneumatic systems, traction motors, various pumps, etc.

Also, we are specialists rebuilding various models of diesel engines, and we provide maintenance services to locomotives.

LASCASIANA, S.A. DE C.V. 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.



LASCASIANA SA de CV



LASCASIANA S.A. de C.V.

Carr. a Zacatecas No. 901-A Col. Salazares C.P. 78413
San Luis Potosí, S.L.P., México Tel: +52(444) 8221333
Fax: +52(444) 8221337 www.lascasiana.com

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. LASCASIANA, S.A. DE C.V. 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.

LASCASIANA, S.A. DE C.V. 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,

Ing. Hermann Wilhelm
Chief Executive Officer

cc: Parties of Record

LASCASIANA SA de CV



Más de 40 años al Servicio Ferroviario

R.F.C. LAS770810B8A
CARR. ZACATECAS No 901-A
COL. SALAZARES C.P. 78413
SAN LUIS POTOSÍ, S.L.P., MÉXICO

LASCASIANA SA de CV



Mexico City June 8, 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:

LC Logistics GPS manages two Bonded Facilities at the Port of Lazaro Cardenas and subsidiary of Grupo Villacero in Monterrey NL with both container and break bulk cargo operations (LC Logistics GPS & TUM II) at this port. Our relationship with KCSM has been very good throughout the years where we have shipped thousands of coil cars loaded with steel coils bound to automotive and appliance industry in México. We foresee a strong future relationship with both KCSM and CN Railway building a strong ocean / rail bridge between the Ports of Vancouver and Lazaro Cardenas for both containerized and break bulk cargo customers.

LC Logistics GPS supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

LC Logistics GPS believes that this merger will help enhance the available empty car availability in the steel coil market as well as the pricing that the industry demands today.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

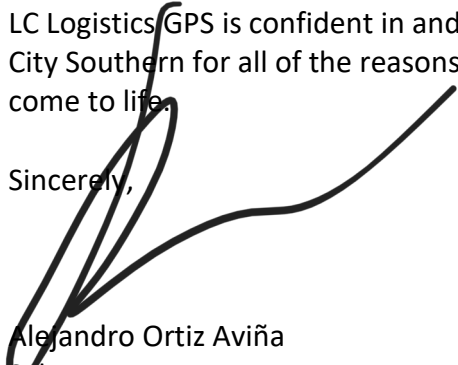
For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of steel coils from Lázaro Cárdenas, Michoacán to Pesqueria, Nuevo León.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders and we believe that this expertise will be transferred to KCSM intermodal international business that operates today to and from the Port of Lázaro Cárdenas, Michoacán.
- Fleet distribution capability in order to provide the empty cars in order to load steel coils, bars, bagged products, lumber and double stack well cars to support domestic intermodal business.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. LC Logistics GPS 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.

LC Logistics GPS 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,


Alejandro Ortiz Aviña
Sales Manager
LC Logistics GPS



106 Lachance Drive, Sturgeon Falls, ON, P2B 0B3

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

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

Dear Ms. Brown:

Legnochem works with Canadian pulp and paper mills in helping them manage their black liquor co-products and rail service is a key part of our movements.

Legnochem 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.

Legnochem relies on rail to be able to extend the reach of our markets, which is limited by cost from using trucks. Having the CN acquire the KCS will expand their reach in the US and allow them to better serve their Canadian 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 our shipments of Lignosulfonates from New Brunswick to the US mid west and west coast.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

- A better and bigger rail network based out of Canada will help Canadian companies expand their reach in North America and the world.

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

Legnochem 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 'DM', is positioned above the typed name and title.

Denis Major
President
705-753-5709

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:

Logic Inc. has worked with KCS for almost 10 years providing engineered systems and industrial products for KCS. Logic Inc. has helped KCS design, source and implement security measures and additional functionality in multiple areas of KCS's PTC program.

Logic, 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. Logic, 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.



Logic, 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.

Much appreciated,
Ryan VanLandingham - Controller
ryanv@logic-control.com
913-254-5022



Digitally signed by
Ryan
VanLandingham
Date: 2021.05.28
11:00:43 -05'00'

cc: Parties of Record

May 28, 2021. San Luis Potosí, SLP.

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

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

Dear Ms. Brown:

Logística Ferroviaria Villa de Reyes S.A. DE C.V. or better known as Ferrologic is an intermodal based in Villa de Reyes. San Luis Potosi, Mexico. We are located in the middle of Mexico and in an area that has a lot to do with the railroad because of the automotive industry.

Ferrologic supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

Ferrologic will have a big benefit because it will make easier for the Canadian companies to get to San Luis Potosi.

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



are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

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 with more competitive timing and price.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Ferrologic 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.

Ferrologic 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,

cc: Parties of Record



Marcelo Pérez Tobias
Project manager
Cel: (444) 160 1202



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:

[Mapei Inc. is working with CN Rail for moving all their Intermodal shipments across Canada and coming/going to USA too. Adding KCS will help Mapei moving more business via Intermodal and hopefully secure some lanes of replenishment of raw materials.

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

Mapei 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.

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

Sincerely,

A handwritten signature in blue ink, appearing to read 'Daniel Desmeules', written over a horizontal line.

Daniel Desmeules
Logistics Manager Mapei Inc.

cc: Parties of Record



Mexican Association of Industrial Parks, AMPIP

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

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating 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 Mexican Association of Industrial Parks (AMPIP) is a business organization in Mexico, representing industrial real estate developers, which altogether own around 370 industrial parks, with 3,500 manufacturing, logistics, and e-commerce tenants. As a part of their advantages for potential clients (global companies), a great number of them offer railway access to facilitate foreign trade with USMCA partners.

Considering a benefit for USMCA partners and companies in Mexico, AMPIP supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

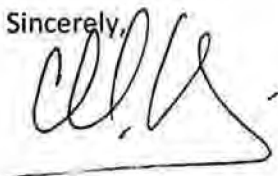
We believe that a combination of Canadian National and Kansas City Southern would help us to win in our markets. Canadian National's strong track record of success providing superior service, intermodal capabilities, and safety, gives us confidence that a combined Canadian National-Kansas City Southern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

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide seamless transportation and service that is not otherwise available.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. AMPIP members unequivocally support the 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.

Our Association is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all the reasons stated above. We hope to see the premier 21st-century railway come to life.

Sincerely,



Claudia Avila Connelly
CEO, AMPIP

cc: Board of Directors, AMPIP

Cynthia T. Brown

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

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

Dear Ms. Brown:

Miller Ingenuity 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. Miller Ingenuity 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.

Miller Ingenuity 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,

Matt Papenfuss

Customer Service / Inside Sales



Mississippi Poultry Association, Inc.
110 Airport Road, South, Suite C
Pearl, MS, 39208
Office 601-932-7560
Fax 601-932-7568
email:leggett@mspoultry.org

June 3, 2021

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

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and
CN's Rail Operating 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 Mississippi Poultry Association, Inc. represents all aspects of the poultry industry in Mississippi including processors, growers, and allied industries that provide services to growers and processors. The processors rely on the Canadian National and the Kansas City Southern to transport feed grains to their feed mills. Both railroads are allied members of the MPA.

MPA supports the combination of Canadian National and Kansas City Southern in the hopes that it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

MPA processor members also utilize some other railroads and trucking firms to meet their grain delivery needs at the 13 feed mills in the state.

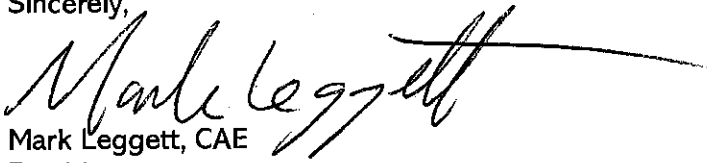
The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

For example:

- The combined company's single-owner, single-operator service should enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of grain from the Midwest to Mississippi.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.
- The poultry industry operates on high volumes and so small improvements in efficiency yield great benefits for consumers. The MPA believes the improved efficiency of the merged railroads should produce some cost savings.

MPA supports Canadian National's proposed acquisition of Kansas City Southern for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

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

Mark Leggett, CAE
President

June 4, 2021

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

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

Dear Ms. Brown:

MQM Quality Manufacturing Ltd. is a structural steel fabricator based in New Brunswick and we are expanding our operations to better serve our customer base throughout Canada/US and the rail service is a key infrastructure for our company growth as well as the industrial market in New Brunswick.

MQM Quality Manufacturing 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 customer's 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 in the industrial market, including the steel supply chain.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

1.

- CN's strong commitment to engage with local communities and support to local stakeholders.

Finally, we were encouraged by the STB's decision to approve the voting trust for CP's proposed acquisition of KCS and urge the STB to promptly reach the same decision with respect to the identical voting trust put forward for CN's proposed acquisition of KCS. Approving their voting trust will allow KCS's shareholders to make a fair and informed decision on combining with CN.

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

Sincerely,



Serge Theriault, President
MQM Quality Manufacturing Ltd

cc: Parties of Record





New Orleans Terminal, LLC

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

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating 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 Orleans Terminal, LLC has handled the ondock rail within the port of New Orleans for the Canadian National and/or Kansas City Southern for the last 10 years.

New Orleans Terminal, LLC supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

New Orleans Terminal, LLC handles all the loading and unloaded of containers on rail cars from the Canadian National and the Kansas City Southern for both container terminals here at the Port of New Orleans.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

For example:



New Orleans Terminal, LLC

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting more cargos to be attracted to the Port of New Orleans, reduction in time lost to car availability, and also to create a much-improved supply chain.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. New Orleans Terminal, LLC 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.

New Orleans Terminal, LLC 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 "Kristopher Calkins", with a long horizontal flourish extending to the right.

Kristopher Calkins
Chief Executive Officer

cc: Kenneth Price

O&C- COM/STB/2021

Date: May 31, 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:

O&C Consultores Independientes, is a modern company committed to Industrial Safety and Environmental Protection in the Hydrocarbons Sector and the Petrochemical Industry, giving priority to the prevention of incidents and accidents.

Taking care with our strategies of action, the workers and their facilities, the environment and the population linked to the risks of these activities; without ignoring the Response to Emergencies and the Root Cause Analysis of its origin; issuing the corresponding preventive and reactive recommendations, in accordance with the provisions of our Mexican Authorities and the best national and international practices in the matter.

O&C is a recently created company, going public on March 19, 2019, with the concern of supporting the Regulated ASEA and CRE, so that they fully comply with the regulations and administrative requirements established in the Framework National Regulations and be able to obtain their operating and operating permits.

O&C Consultores Independientes, 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. **O&C Consultores Independientes** 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.

O&C Consultores Independientes, 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,



Ing. Francisco Javier Campos Olguín

Legal Representative - O&C

www.oycci.com

cc: Parties of Record



Todo lo que importa[®]

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

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

Dear Ms. Brown:

Operadora de Hoteles City Express, S.A. de C.V. is Company based in Mexico City which provides lodging and hotel services.

Operadora de Hoteles City Express, S.A. de C.V. 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 far as we know, 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. Having a positive impact of converting truck freight to rail on our environment.

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

Sincerely,

Luciano Gonzalez
Gerente Regional
de Ventas



PRSTM

Pacific Rail Services

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

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

Dear Ms. Brown:

Pacific Rail Services, LLC is a supplier providing intermodal, switching and auto handling services for the Kansas City Southern Railway since July 2018.

Pacific Rail Services, LLC 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. Pacific Rail Services, LLC 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.

Pacific Rail Services, LLC 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 black ink, appearing to read "Kevin Shumate", with a long horizontal flourish extending to the right.

Kevin Shumate
VP – Administration

cc: Aaron Hill



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

June 9, 2020

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's 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 and Kansas City Southern announced they would combine to 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. I believe that this combination would expand the collective reach of both railroads and bring new, sustainable transportation solutions to businesses in Gulfport, Mississippi and the Southeastern United States.

For many years, Kansas City Southern has been an integral part of the transportation system. Their railroad safely and reliably connects Gulfport, Mississippi businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, Canadian National 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.

Finally, I was encouraged by the STB's decision to approve the voting trust for Canadian Pacific's proposed acquisition of Kansas City Southern and urge the STB to promptly reach the same decision with respect to the identical voting trust put forward for Canadian National's proposed acquisition of Kansas City Southern. Approving their voting trust will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National. For all of the reasons outlined above, I strongly support Canadian National's proposed combination with Kansas City Southern and urge you and the Board to give the proposal every consideration.

Sincerely,

Jon Nass
Executive Director & CEO

cc: Parties of Record



June 8, 2021

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

Re: *Support Letter - Kansas City Southern Railway Company Acquisition by Canadian National*

Surface Transportation Board:

My name is Larry Kelley and my organization's address is 221 Houston Ave, Port Arthur, TX 77641. I serve as the Port Director/CEO of Port of Port Arthur Navigation District of Jefferson County. I am responsible for the direct management of the organization, finance, operations and real estate of a modern rail served public maritime facility. I offer this letter in support of the acquisition.

The Port of Port Arthur has a longstanding, mutually beneficial relationship with the KCS. Port Arthur, TX was the original terminus of the railroad historically linking the city, port and KCS. The port has one delivering rail carrier, KCS. Historically and today the port attracts business to the railroad and the KCS brings business to the port in an interdependent relationship. Over the years in partnership with the KCS the port has acquired modest lands from the railroad. Each time the port has developed those lands into sustainable port and rail cargo volumes.

Acknowledging potential market access and increased competition, the port supported the initial acquisition effort, letter dated 03.09.21. The prior proposal provided for "end to end" expansion of the existing main line to Port Arthur. The CN proposal does not. For a public port acting in the public interest, port utilization is often determined by inland freight rail costs of private companies. May not appear as a great sum in dollar terms per ton but a rail interchange fee is often a deciding factor in whether the port is used for some cargos. With that go the jobs and economic activity for our community. Port Arthur by all measures of economic distress exceeds local, state and national levels. The city also has historically some of the highest unemployment rates in the nation and faces a number of other socioeconomic challenges. The port is a viable logistics solution and a local job creator. The freight we handle makes a difference in the community and the nation. For the entire history of the port having only a single serving carrier with a North-South route structure, the prospect of moving freight without an interchange fee to move cargo East-West is promising. Most public ports have more than one delivering carrier. In a sense, we are essentially "betting the farm" on the success the pending acquisition. In a future state, some concern exists that efficiencies will not be realized, or rates will increase over time reducing the port's competitiveness. Customers have raised similar concerns.

Port of Port Arthur

221 Houston Avenue
P.O. Box 1428
Port Arthur, Texas, 77641
409.983.2011
portpa.com

With available information being considered, the port is cautiously optimistic and supports the timely approval of the CN proposal as it may allow for expanded market access that may not be economically feasible today. The transaction would potentially provide benefits to the port in terms of enhanced connectivity and new market development, while leveraging the port's own capital expansion activity. Provided the merger does not create a condition of increased freight cost or reduced daily service.

To the port, the transaction provides the potential for improved service options, stimulate competition and economic development. The combined KCS-CN network should be structured to provide new single-line hauls from the Port of Port Arthur and eliminate interchange costs. Improved access to key overseas markets and new markets will aide many businesses in the Southeast Texas-Port Arthur region.

We do see the potential for rail users to access growing or underserved markets across the United States, Mexico and Canada. Including converting freight from truck to rail. We believe it is important that there be an actual USMCA railroad option. This merger offers the potential to stimulate economic growth across North America while sustainably reducing freight congestion and strengthening freight market competition.

As described, the Port of Port Arthur is supporting the combination of CN and KCS, to enhance competition, provide expanded options and drive efficiencies for a wider variety of customers. The Port of Port Arthur supports the STB to approve CN's timely acquisition of KCS, provided service is enhanced and rates remain competitive for rail movements through the port. Timely integration of these systems is in the public interest and U.S. commerce. If you have any questions or desire further comment, please feel free to reach out to me.

Sincerely,



Larry Kelley
Port Director/CEO
Port of Port Arthur

VERIFICATION

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

Executed on _____ June 8, 2021].

Larry Kelley  [Signature]
[Insert typed name]

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

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

Dear Ms. Brown:

Quickload Logistics is a transloader and cargo handler in Prince Rupert, British Columbia, Canada. We are an integral component of the supply chain for customers transiting the Port of Prince Rupert, working closely with CN to support the needs of both importers and exporters. We handle containerized cargo for shippers from across the United States and Canada. We are proud of our participation in the continental supply chains we serve in partnership with CN.

I am writing to lend Quickload's support of CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade. We believe a combination of CN and KCS will create new options for shippers in the design of continental supply chains. This increased optionality will be of significant benefit to shippers and will ultimately be good for the growth of our transloading business.

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 deliver on the opportunity for North-South trade. 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 shipping customers. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

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

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

Sincerely,

A handwritten signature in black ink that reads "M3 Holland".

Matthew Holland
President and CEO
Quickload Logistics
Prince Rupert
British Columbia
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:

Radar, Customs & logistics, is a logistic supplier that works directly with the KCS railroad network between Mexico, United States and Canada.

Radar, Customs & Logistics SAPI de CV 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. **Radar, Customs & Logistics SAPI** 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.

Radar, Customs & Logistics SAPI de CV 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 black ink, appearing to read "F. Ramos Casas". The signature is written over the printed name and title.

Fernando Ramos Casas
Radar Customs & Logistics SAPI de CV
Partner and customs broker

cc: Parties of Record



June 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:

Rankin First Economic Development Authority works to create jobs and investment in Rankin County, Mississippi. We are blessed to have both railroads in our county, and they have been excellent partners in our efforts. They have a great reputation with our existing industries and are team players.

Rankin First Economic Development Authority supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

We believe that a combination of Canadian National and Kansas City Southern would help us to win in our markets. Canadian National's strong track record of success providing superior service, intermodal capabilities, and safety, gives us confidence that a combined Canadian National-Kansas City Southern would be best positioned to serve our needs. Additionally, Canadian National's and KCS both have successful track records over the past 25+ years. This provides assurance that Canadian National will effectively and seamlessly be able to integrate and partner with Kansas City Southern.

Having both companies in our county has been an effective tool in our recruiting efforts and with existing industries. We are able to locate new properties that can be served to attract more industries and each have been helpful.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in our recruiting and helping existing industries. Being able to have the service and abilities of a joint railroad allows quicker service and answers.
- Both KCS and Canadian National have significant experience providing seamless intermodal service throughout their network and across borders. We are pleased and proud of the intermodal facility in our county.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Rankin First Economic Development Authority 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.

Rankin First Economic Development Authority is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Tom Troxler
Executive Director
Rankin First Economic Development Authority

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:

REPRESENTACIONES LOZOYA SA DE CV. is a company specialized in everything related to industry safety goods and services and we been working together with KCS since 2015.

REPRESENTACIONES LOZOYA SA DE CV. 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.

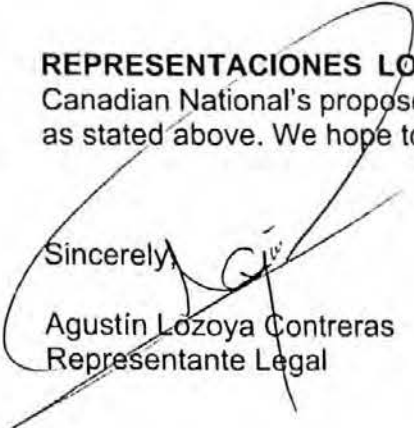
Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders **REPRESENTACIONES LOZOYA SA DE CV.** supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure 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.





REPRESENTACIONES LOZOYA SA DE CV. 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,


Agustin Lozoya Contreras
Representante Legal





**ROMO TOBIAS
CONSTRUCCIONES S.A. DE C.V.
PERSONA MORAL**

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

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

Dear Ms. Brown:

ROMO TOBIAS CONSTRUCCIONES SA DE CV is a company dedicated to construction and we have been working with KANSAS CS since 2018.

ROMO TOBIAS CONSTRUCCIONES, S.A. DE C.V. 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.



**ROMO TOBIAS
CONSTRUCCIONES S.A. DE C.V.
PERSONA MORAL**

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders ROMO TOBIAS CONSTRUCCIONES; S.A. DE C.V. 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.

ROMO TOBIAS CONSTRUCCIONES, S.A. DE C.V. 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,

ROMO TOBIAS CONSTRUCCIONES, S.A. DE C.V.
ING. ROBERTO ROMO TOBIAS
DIRECTOR GENERAL



P: 306.693.2132 TF: 1.877.252.9431 F: 306.693.4489
HEAD OFFICE: 1170 North Service Road Moose Jaw, Saskatchewan
MAIL ADDRESS: Box 1136 Moose Jaw, Saskatchewan Canada S6H 4P8

www.simpsonseeds.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:

Simpson Seeds Inc is special crops processor and exporter, located in Southern Saskatchewan, that has an international reputation, with a strong commercial presence in Canada, the USA and Mexico. Being in central Canada, we strive to ensure freight is readily available so cargo will ship in a timely manner, utilizing all modes of transportation available to us, from containers to railcars. To achieve this goal, we have a strategic relationship established with CN, using its expansive North American rail network and our access to its various services in Saskatchewan. With CN as a logistic partner, we can segregate our transportation needs and target the markets and regions where they have a strong presence and/or are building on it.

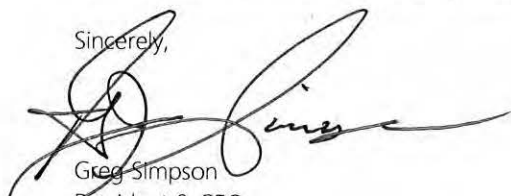
It is with that mindset that we see the benefits of and support the CN-KCS merger. It would not only benefit our business, but the entire new North American trade corridor.

Simpson Seeds 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, Simpson Seeds 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.

Simpson Seeds is proud of its more than 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,



Greg Simpson
President & CEO
Simpson Seeds Inc.

cc: Elyce Simpson Fraser, Senior Vice President



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:

Softtek, founded in 1982, is a global company and the largest provider of IT services from Latin America. With a broad portfolio of business-transforming products and solutions, Softtek helps Global 2000 organizations evolve their digital capabilities constantly and seamlessly, from ideation and development to execution.

We have a specialized offer for Transportation and Logistics Industry across the world, we actually work with the top companies in many regions of the world and as a result we are now considered as an strategic ally for companies like yours. (more information [here](#)).

Softtek 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. [Softtek] 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.

Softtek 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 "L. Guadarrama", with a stylized flourish underneath.

MTIA. Leopoldo Guadarrama Juárez
Transportation & Logistics Mexico Director
leopoldo.guadarrama@softtek.com
5576564960



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

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

Dear Ms. Brown:

Solumet Metal & Powder INC is located in Varennes, Quebec, just minutes outside Montreal, Solumet MP operates a novel recycling facility that converts fine metal-bearing wastes and by-products into re-meltable metal product also known as sintercake. With our unique furnace technology, Solumet MP operates a 24 hour a day, 365 day a year, continuous operation. The sintercake produced is used as raw material for stainless steel and nickel alloy applications. We have been a customer of CN for over two years and ship scrap steel from Contrecoeur, PQ to Gallatin, TN and Lucedale, MS.

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

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

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

Key Benefits Include:

- 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.
- 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.
- 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. Solumet Metal & Powder 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.

Solumet Metal & Powder 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,

David Droppert
Director

Montreal, (date)

Solumet Metal and Powder Inc.



Name: David Droppert

Signature:

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke at the end.

Soporte Logístico en Distribución 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:

SODISA is a 3PL logistic operator with a Transload Rail Terminal in Monterrey, Nuevo León. We have been partners with KCSM for over 10 years, we currently work with the biggest steel companies in the country and many other mineral companies. We say with pride that our customers are satisfied with our service, but we can always do better, and we strongly believe that the combination of Canadian National and KCS can only bring success to our relationship with our customers and business partners.

SODISA supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

We need this venture to be successful because it will enable us to become more competitive, for example, we receive plenty of wood, and perhaps with a stronger alliance between CN & KCS we can increase that business segment. The more business that is on the railroad, the more business it generates to the economy.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

For example:

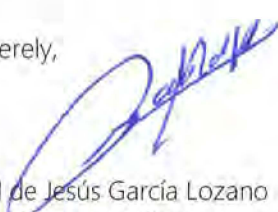
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of wood, steel, minerals from Canada to Mexico.

- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. SODISA 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.

SODISA 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,



Raúl de Jesús García Lozano
Chief Financial 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:

Southeastern Timber Products, LLC ("STP") has a longstanding customer relationship with Kansas City Southern.

STP supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

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.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. STP 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.

STP 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,

Tommy Stansell
President/COO/Owner

cc: Parties of Record



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 and Kansas City Southern announced they would combine to create the premier railway for the 21st century, connecting ports in the United States, Mexico, and Canada to facilitating trade and economic prosperity across the United States. I believe that this combination would expand the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Mississippi and the Southeast.

For many years, Canadian National has been an integral part of the transportation system. Their railroad safely and reliably connects businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, Canadian National 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 Canadian National for many years and appreciate their responsiveness and openness to the needs of residents. Canadian National has operated in the United States for more than 100 years and is committed to being a strong local partner in every community where it operates.

Finally, I was encouraged by the STB's decision to approve the voting trust for Canadian Pacific's proposed acquisition of Kansas City Southern and urge the STB to promptly reach the same decision with respect to the identical voting trust put forward for Canadian National's proposed acquisition of Kansas City Southern. Approving their voting trust will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National. For all of the reasons outlined above, I strongly support Canadian National's proposed combination with Kansas City Southern and urge you and the Board to give the proposal every consideration.

Sincerely,

Tommy Stansell
President/COO/Owner

cc: Parties of Record

Southern Rock Energy Partners, LLC

803 Mable Street

El Campo, Texas 77437

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

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

Dear Ms. Brown:

Southern Rock Energy Partners, LLC is developing a project line to process light, shale crude into refined products to be located in El Campo, Wharton County, Texas along the Kansas City Southern with projected rail service date of July 2022.

Southern Rock Energy Partners, LLC supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

Southern Rock Energy Partners LLC is developing a full conversion crude refinery with supply logistics including pipeline and truck and rail terminals for crude supply and refined products off-take. It is anticipated the project will source crude oil from the Bakken Basin and vegetable oils from the Midwest with refined distribution into Mexico. During construction, the project intends to source pipe, equipment, and aggregate to be delivered by rail service. The rail terminal is being designed to accommodate unit train service.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

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 crude oil and refined products from North Dakota to Mexico.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Southern Rock Energy Partners, LLC 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.

Southern Rock Energy Partners, LLC 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,



Steven Ward
Managing Member

cc: Parties of Record

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

June 4th, 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:

STIMSA Corporativo S.A. de C.V. is a proud Kansas City Southern service provider. Our company was founded 35 years ago with the aim of helping the import and export market to find a quality solution to their inspection and control needs. We have a long track record of success with KCS and we proudly confirm that our participation has significantly reduced damage, loss, contamination, claims events and a significant reduction in past due portfolio.

We have proudly served Kansas City Southern for 22 years, therefore we fully support its merger with Canadian National, because we know that this union will provide North-South trade with improved end-to-end solutions, with a more profitable rail option.

In STIMSA we believe that the union between Canadian National and Kansas City Southern will help us to increase our market objectives. We are confident that the merger will meet all the needs of customers and business partners due to its strong track record of providing superior service, intermodal capabilities and security operations.

We are confident that the success provided by Canadian National and Kansas City Southern will result in faster, safer, cleaner and more direct service for North-South trade, being the primary leaders in achieving and promoting the full potential of the T-MEC.

In addition, we recognize and support the establishment of a voting trust that benefits the shareholders of Canadian National and Kansas City Southern. We believe that the Canadian National voter trust should also receive approval. This outcome will allow Kansas City Southern shareholders to make a reasonable and informed decision regarding the merger with Canadian National.

For all the reasons described above, we trust and strongly support Canadian National's proposed acquisition of Kansas City Southern. We look forward to witnessing the world's most advanced rail merger and being a key part of this achievement.

We highlight our commitment to the merger of Canadian National and Kansas City Southern.

Sincerely,

Eng. Luis Felipe Romero Gómez
Managing Director / STIMSA Corporativo S.A. de C.V.
Tel. +52 (833) 214 83 27, Ext. 101 / Cel. +52 (833) 281 99 01



*always
inspiring more ...*



San Nicolás de los Garza, Nuevo León, México
May 31, 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 Mrs. Brown:

The Company SYMRISE handles chemical products to create and produce flavors, aromas, cosmetics, fragrances, emulsions and seasonings necessary in the manufacturing industry of food, beverages, cosmetic and hygiene industries, the main products that we move in railcar are alcohols, glycols, carboxylic acids and aldehydes, our routes being an integral part of the joint and necessary expansion of our SYMRISE plant since over time we saw the benefits of moving our essential supplies with better safety and delivery time.

The SYMRISE Company has more than 10,000 employees in plants worldwide, our current need is located in the plant that is next to the right of way of the old railway line "F" Monterrey-Matamoros where the railway spur it connects at Km.F- 3 + 304.07 where the reception of the service is required that, as in other parts of the world, our satisfaction with your service has always been excellent and we hope that we continue to grow with your support throughout the weather.

The Company SYMRISE supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. This combination will help achieve the potential of the USMCA.

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

Our company currently uses transportation via air, water and land, with rail transportation already being of use, the combination of Canadian National and Kansas City Southern will further improve the logistics for railroad usage and help meet the company's growing needs of transportation.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

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 raw material and finished product from Mexico to United States and vice versa.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.
- There would be fewer customs procedures, therefore times are reduced
- Incorporation of our full origin-destination train freight for long distances.
- Helps the environment in the emission of pollutants by reducing maneuvers

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. The Company SYMRISE 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.

The Company SYMRISE 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,



Ing. Oscar Quiroz
Process Optimization Manager – S&C Division
Symrise, S. de R. L. de C.V.

cc: Parties of Record



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 and Kansas City Southern announced they would combine to create the premier railway for the 21st century, connecting ports in the United States, Mexico, and Canada to facilitating trade and economic prosperity across the United States. I believe that this combination would expand the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Corinth, MS and the North Mississippi Region.

For many years, Kansas City Southern has been an integral part of the transportation system. Their railroad safely and reliably connects Corinth, MS businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, Canadian National 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 Kansas City Southern for many years and appreciate their responsiveness and openness to the needs of residents and business in Corinth. Kansas City Southern has operated in the United States for more than 100 years and is committed to being a strong local partner in every community where it operates. Locally the railroad has been vital to our community's well-being, in fact Corinth was founded around the railroad – from that time forward the railroad has been a lifeline for our community, its people and businesses.

Finally, I was encouraged by the STB's decision to approve the voting trust for Canadian Pacific's proposed acquisition of Kansas City Southern and urge the STB to promptly reach the same decision with respect to the identical voting trust put forward for Canadian National's proposed acquisition of Kansas City Southern. Approving their voting trust will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National. For all of the reasons outlined above, I strongly support Canadian National's proposed combination with Kansas City Southern and urge you and the Board to give the proposal every consideration.

Sincerely,

J. Clayton Stanley
cc: Parties of Record

CN / KCS Letter of Support

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

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating 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 Andersons is a long-time customer of the KCS and CN railroads, with grain, grain products and energy shipments from Canada and the US to Canada, US and Mexico destinations.

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

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with 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 alone.

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 the US and Canada to the US, Canada and Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

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



CN / KCS Letter of Support

The Andersons 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 "William Krueger". The signature is written in a cursive style with a large, stylized 'W' and 'K'.

Bill Krueger
President – The Andersons

cc: Canadian National, Kansas City Southern



**THE WESTIN MONTERREY
VALLE**

Av. Manuel Gómez Morín
y Río Missouri
Punto Valle
San Pedro Garza García,
NL 66220
México

T 81 2713 3100

westin.com

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

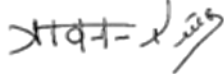
**Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation,
and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City
Southern Railway Company, Gateway Eastern Railway Company, and the Texas
Mexican Railway Company**

Dear Ms. Brown:

The Westin Monterrey Valle is business partner of CN since 2019, we have provided to them hotel and catering services for their executives in travel business.

The Westin Monterrey Valle 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.

Sincerely,



Alberto Aldrete | Director of Sales & Marketing

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:

Transmodal S.C. occupies Kansas City Southern Services to move shipping containers from the ports of Lazaro Cardenas, Michoacán and Veracruz, Ver. heading to Mexico City, the merchandise we move are Pneumatics and Liquors. The level of service has been satisfactory for Transmodal S.C. and their customers standards.

Transmodal S.C. supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

The current transportation needs are departing from the port area of Veracruz directly. Transmodal S.C. uses land, air and maritime services and has a business relationship with Ferromex/Ferrosur.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

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 are Pneumatics and Liquors from the ports of Lazaro Cardenas, Michoacán and Veracruz, Ver. heading to Mexico City.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.
- Canadian National new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.



Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Transmodal S.C. 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.

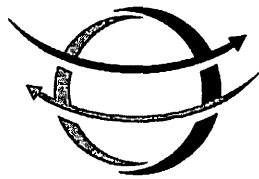
Transmodal S.C. is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read 'Eduardo Herrero Gonzalez', is written over the printed name and title. The signature is fluid and cursive, with a long, sweeping horizontal stroke at the end.

Eduardo Herrero Gonzalez
CEO

cc: Parties of Record



Transnet, Inc.
Logistics Solutions

Transnet, Inc.
7318 International Dr, Ste G
Holland, Ohio 43528
800-829-8638

June 4, 2021

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

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

Dear Ms. Brown:

Transnet, Inc. has worked with the KCS out of TX for several years to PA. Connections to Eastern Canada would perhaps increase volumes and opportunities.

Transnet, Inc. supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

The combined company would create network with enhanced end-to end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

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 FAK from Texas to E. Canada.

- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.

Central to the Canadian National's bid for Kansas City Southern is the establishment of voting trust that benefits Kansas City Southern shareholders. Transnet, 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.

Transnet, 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,



Phillip Malone
Transnet, Inc., V.P.

CC: Jack Jardine, Transnet, Inc.

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

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: Docket No FD36514 - Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries - Control - Kansas City Southern, The Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Mr. Oberman and Ms Brown

I am the President of Unifor Council 4000. We represent approximately 2500 active members in CN's clerical, shop and multimodal groups, in Canada and we and our predecessor unions have done so for almost 115 years.

I am writing to share our views and the reasons why we respectfully urge the STB to approve the proposed CN voting trust as we believe it is in the best interests of both the United States and Canada and of all the rail workers on the CN and the KCS properties.

It is our informed opinion, that the approval of the CN voting trust by the STB would be beneficial for all unionized rail workers on those properties and for the shippers and communities served by these lines.

We note that others have petitioned the STB to reject CN's proposed voting trust and merger, but we urge you to examine their motives, as many of these same parties also encouraged acceptance of the CP's proposed voting trust, which was virtually identical to that now being proposed by CN. Their sudden opposition to similar such terms appears more self-serving than genuine.

As you are aware, central to CN's bid for Kansas City Southern is the establishment of such a voting trust that clearly benefits Kansas City Southern shareholders. We, the members of Council 4000 unequivocally support approval of Canadian National's voting trust. Canadian National's proposal to use the same voting trust structure as Canadian Pacific Railway, is one which the Surface Transportation Board has already approved with a modification. For the same reasons the STB provided in making its decision on CP's voting trust, we believe CN's voting trust should also receive your Board's approval. Approval will allow Kansas City Southern shareholders to make a fully informed decision when placing their votes to approve the transaction, and not prejudice them while the STB considers CN's rational and competitive

case for a combined, end-to-end rail network serving the needs of communities and shippers in both our great nations.

Unifor Council 4000 supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for international trade, which will be beneficial for union workers in the USA and Canada. The combination will help manufacturers and suppliers in both countries win in their markets, and benefit jobs for rail workers on both sides of the border.

We believe that a combination of Canadian National and Kansas City Southern would help protect our members' jobs. Canadian National's strong track record of success providing enhanced service, and stellar intermodal capabilities, gives our union confidence that a combined Canadian National-Kansas City Southern would be best positioned to protect the long-term interests of our members and the shipping communities.

Unifor Council 4000 is proud of our relationship with CN and appreciate CN's open communications and outreach to us regarding the proposed KCS-CN combination. CN's proposals demonstrate clear transparency, pro-competition, and customer-focused approach to business that provides long-term sustainable employment opportunities for our members and for many thousands of other unionized workers in the USA and Canada. We look forward to seeing CN's commitment to fairness 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 "D. Kissack", with a stylized, flowing script.

D. Kissack
President, Unifor Council 4000

cc: Parties of Record



Jean-Francois Migneault
President
USW Local 2004
Syndicat des Métalllos Local 2004
Cell : 514 907-9921
President@2004usw.ca

June 5, 2021

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

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: Docket No FD36514 - Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries - Control - Kansas City Southern, The Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Mr. Oberman and Ms. Brown

I am the President of Local 2004 United Steelworkers. We represent approximately 3200 active members in the Maintenance of Way Department of Canadian National Railway.

I am writing to share our views and the reasons why we respectfully urge the STB to approve the proposed CN voting trust as it is in the best interests of both our great nations and all the rail workers on the CN and the KCS properties.

In our opinion, the approval of the CN voting trust by the STB would be beneficial for the railway industry, the greater transportation sector and for all unionized rail workers on those properties.

While some have petitioned you to reject CN's proposed voting trust and merger, we ask that you examine their motives, as many of these parties also encouraged acceptance of the CP's proposed voting trust, which was identical to that being proposed by CN. Their sudden opposition to similar such terms appears more self-serving than genuine.

As you are aware, central to CN's bid for Kansas City Southern is the establishment of a voting trust that clearly benefits Kansas City Southern shareholders. We, the members of USW Local 2004, unequivocally support approval of Canadian National's voting trust. Canadian National proposes to use the same voting trust structure as Canadian Pacific Railway, one which the Surface Transportation Board approved with a modification. For the same reasons the STB provided in making its decision, we believe CN's voting trust should also receive your Board's approval. The approval of CN's voting trust will allow Kansas City Southern shareholders to make a fully informed

decision when placing their votes to approve the transaction, and upon approval, to receive the full value of their KCS shares while the STB considers CN's solid and rational case for a combined, end-to-end rail network serving the needs of shippers in both our great nations.

USW Local 2004 supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA and benefit maintenance of way employees on both sides of the border.

We believe that a combination of Canadian National and Kansas City Southern would help protect our jobs. Canadian National's strong track record of success providing superior service, and extraordinary intermodal capabilities, gives our union confidence that a combined Canadian National-Kansas City Southern would be best positioned to protect the long-term interests of our members and the shipping communities. CN's successful record of integration of other lines over the past two decades also provides us with assurance that CN will effectively and seamlessly be able to integrate and partner with Kansas City Southern.

USW Local 2004 is proud of our relationship with CN and appreciate their open communications and outreach to us regarding the proposed KCS-CN combination. CN's proposals demonstrate clearly openness and transparency, pro-competition and customer-focused approach to business that provides long-term sustainable employment opportunities for our members and for many thousands of unionized workers in Canada and the USA. We look forward to seeing CN's commitment to fairness 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 'J. F. Migneault', with a stylized flourish at the end.

J. F Migneault
President USW Local 2004

cc: Parties of Record



VELADORAS MISTICAS, S. DE R.L. MI
Andrés Guajardo 355, Parque Industrial Apodaca
Apodaca N.L. CP. 66600
(81) 83 86 33 93
www.misticas.com.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:

Veladoras Misticas is fully satisfied with our rail logistics provider and thanks to the superior service provided and safety guidelines, we receive the tank cars in a timely manner at our facilities serving our needs.

Veladoras Misticas supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

Our company majorly imports the raw materials used for the production of our candles using our rails that deliver directly to our facilities. The use of the rails for transportation has allowed us to import our supplies in a faster and more efficient way, reducing our costs to remain competitive in the market.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

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 raw materials such as paraffins and waxes from the United States of America to our facilities in Monterrey, México.

Canadian National has significant experience providing seamless intermodal service throughout their network and across borders. With their expertise, we will benefit in cost-related strategies due to the efficient integration of supply chains. The combination of Canadian National and Kansas City Southern will boost the North American trade and economic prosperity by creating a transportation network across North

America, enhancing competition, and stimulating economic growth. Customers will now be able to access new markets that were previously unavailable to them through an efficient single-line service.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Veladoras Misticas 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.

Veladoras Misticas 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,



Jesus Huerta Medina
Director



June 3, 2021

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

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

Dear Ms. Brown:

Veolia views the CN/KCS combination very positively. This proposed combination would allow for fewer handoffs thereby decreasing transit time and improving safety. In addition, this single line carrier would allow Veolia to increase market reach and expand our customer base. Veolia has had a very good working relationship with the CN railroad over the years and believes this combination would allow us to continue to grow our relationship.

Veolia 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 the STB provided in making its decision, we believe Canadian National's voting trust should also receive approval. The approval of Canadian National's voting trust will allow Kansas City Southern shareholders to make a fully informed decision when placing their votes to approve the transaction, and upon approval, to receive the full value of their shares while the STB considers Canadian National's case for a combined, end-to-end rail network.

Veolia is proud of our 50+ year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust with a period for public comment—demonstrates clearly the customer-focused approach to business that Canadian National 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 that reads 'Denise M. Kopko'.

Denise M Kopko
Senior Vice President Operations

cc: Parties of Record

Veolia North America
131 Continental Drive – Suite 300
Newark, DE 19713
tel. +1 302-444-9175

www.veolianorthamerica.com



VIA Y CIMENTACIONES XALOSTOC, S. A DE C. V.

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, the Kansas City Southern Railway Company, Gateway Eastern Railway Company y Texas Mexican Railway Company

Estimada Sra. Brown

VIA Y CIMENTACIONES XALOSTOC, S.A. DE C.V es una empresa que se dedica a la construcción de vías ferroviarias privadas y a la venta de material ferroviario. Dicho servicio a nuestros clientes es posible, gracias a la operación eficiente de Kansas City Southern.

VIA Y CIMENTACIONES XALOSTOC, S.A. DE C.V apoya la adquisición de KCS por CN en virtud de los mayores beneficios que la red ferroviaria CN-KCS aportaría al ofrecer un servicio más rápido, seguro, ecológico y directo para el comercio entre el norte y el sur.

Consideramos que la combinación de CN y KCS nos ayudaría a tener éxito en nuestros mercados. El contundente y reconocido historial de CN en lo que respecta a su servicio de calidad superior, intermodal y seguro respalda nuestra confianza en que la combinación CN-KCS sería la más adecuada para responder a nuestras necesidades. Asimismo, el exitoso y reconocido historial de CN en materia de adquisiciones durante más de 25 años también nos garantiza que CN podrá de manera eficiente y sin interrupciones integrar a KCS y colaborar con él.

VIA Y CIMENTACIONES XALOSTOC, S.A. DE C.V. es una empresa dedicada a la venta de materiales para vía de ferrocarril (Riel de 115 x 40 y 80' y sapos para vía) para este servicio a nuestros clientes requerimos el servicio de arrastre año con año de la empresa Kansas City Southern, ya que nos garantiza seguridad, buen precio, entrega oportuna y eficiente para servir mejor a nuestros clientes.

La empresa combinada podría constituir una red de servicio mejorado de extremo a extremo de un solo propietario y un solo operador, lo que a su vez daría lugar a una alternativa ferroviaria más rápida, segura y económica para nosotros que hoy debemos utilizar camiones y ofrecer distancias más cortas en varias rutas clave. Esperamos que esta transacción para conformar una red ferroviaria CN-KCS pueda ofrecer el transporte sin interrupciones y el servicio que KCS no podría proveer si se procediera con otra alternativa de combinación empresarial.

Por ejemplo:

- El servicio de un solo propietario y un solo operador que ofrezca la empresa combinada podría favorecer nuestra capacidad competitiva en los mercados en los que realizamos nuestras actividades, beneficiando nuestros cargamentos de material y accesorios ferroviarios que viajan de Estados Unidos a México.



Via y Cimentaciones Xalostoc



viaycim@hotmail.com



57460458 57460043 /42

Av. Conejos # 86, Fracc. Lomas de Lindavista "El copal", Tlalnepantla, Edo. De México, C. P. 54198

- La reconocida experiencia de CN, que ofrece un servicio intermodal sin interrupciones a lo largo de toda su red y a través de las fronteras.
- Al ser una operación más precisa y activa, permitiría el crecimiento de nuestra empresa y de nuestras competencias laborales en el mercado. Mejorando nuestros tiempos de entrega siendo esto un incentivo importante para la participación de nuestros clientes y colaboradores.

Un elemento crucial en la oferta de CN para la compra de KCS es la creación de un fideicomiso de voto para el beneficio de los accionistas de KCS. VIA Y CIMENTACIONES XALOSTOC, S.A. DE C.V apoya firmemente 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.

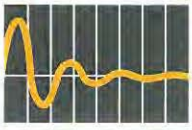
Para garantizar una revisión justa y transparente del fideicomiso de voto de CN, VIA Y CIMENTACIONES XALOSTOC, S.A. DE C.V también apoya la solicitud de CN de que el STB revise el acuerdo de fideicomiso de voto de CN simultáneamente con el fideicomiso de voto propuesto por CP y que el proceso de revisión incluya un breve período para comentarios públicos. Dicha revisión garantizaría la igualdad de condiciones para las ofertas.

VIA Y CIMENTACIONES XALOSTOC, S.A. DE C.V confía y respalda plenamente la adquisición de KCS propuesta por CN en virtud de todas las razones indicadas en la presente. Esperamos poder ser testigos del nacimiento de la principal red ferroviaria del siglo XXI.

Atentamente,

A handwritten signature in black ink, consisting of a stylized 'F' followed by a horizontal line and a small flourish at the end.

Ing. Francisco Ramírez Marentes
Director General



VOSS

BRIDGE & STRUCTURAL BEARING PADS SHOCK DAMPENING MATERIALS

Engineering, Inc.

June 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:

Voss Engineering, Inc. is a supplier of structural bearing pad products that are used in either new or rehabilitated bridges throughout the railway system. In most cases our materials are purchased on behalf of CN by the contractors performing the bridge construction or rehabilitation work. Voss Engineering, Inc. was incorporated on June 1, 1957 and has been supplying structural bearing pad materials since that time.

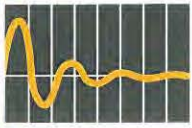
Voss Engineering, Inc. supports the combination of Canadian National and Kansas City Southern because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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.



VOSS

Engineering, Inc.
BRIDGE & STRUCTURAL BEARING PADS . SHOCK DAMPENING MATERIALS

Cynthia T. Brown

RE: FD 36514

June 14, 2021

Page 2 of 2

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Voss Engineering, 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.

Voss Engineering, 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,
VOSS ENGINEERING, INC.

A. Douglas Martin
Sales Manager

cc: Parties of Record

Woolworth Trading, 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:

Woolworth Trading, S.A. de C.V. has a long partnership relation with Kansas City Southern during which we have developed a business synergy due to the fact that we are satisfied with their service.

Woolworth Trading, S.A. de C.V. supports the combination of Canadian National and Kansas City Southern because it will create faster, safer, cleaner, and more direct service for North-South trade. The combination will help achieve the potential of the USMCA.

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

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise available.

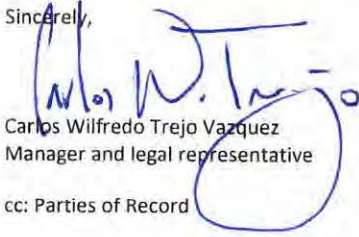
For example:

- 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 goods destined for the retail market from China to México.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Woolworth Trading, S.A. de C.V. 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.

Woolworth Trading, S.A. de C.V. 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,



Carlos Wilfredo Trejo Vazquez
Manager and legal representative

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:

ZIN Logistics is a leading transportation management company with asset-based services across Canada and the United States that has built a business relationship with CN Rail.

ZIN Logistics 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.

ZIN Logistics is proud of our relationship with CN and appreciate their outreach to us 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 that reads "Nicole Jovanov". The signature is written in a cursive, flowing style.

Nicole Jovanov
CEO

cc: Parties of Record

JEFF DUNCAN
3RD DISTRICT, SOUTH CAROLINA

COMMITTEE ON ENERGY AND COMMERCE
SUBCOMMITTEE ON COMMUNICATIONS AND TECHNOLOGY
SUBCOMMITTEE ON ENERGY
SUBCOMMITTEE ON ENVIRONMENT AND CLIMATE CHANGE
DEPUTY REPUBLICAN WHIP
HOUSE ENERGY ACTION TEAM
CO-CHAIR

Congress of the United States
House of Representatives
Washington, DC 20515-4003

2229 RAYBURN HOUSE OFFICE BUILDING
WASHINGTON, DC 20515
(202) 225-5301

303 WEST BELTLINE BOULEVARD
ANDERSON, SC 29625
(864) 224-7401

100 PLAZA CIRCLE, SUITE A1
CLINTON, SC 29325
(864) 681-1028

jeffduncan.house.gov

June 4, 2021

302503

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

ENTERED
Office of Proceedings
June 14, 2021
Part of
Public Record

RE: FD 36514, Canadian National and Kansas City Southern Railways 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:

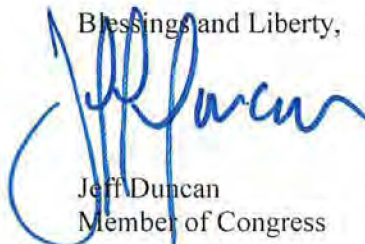
Recently, Canadian National (CN) and Kansas City Southern (KCS) announced they would combine to create the premier railway for the 21st century, connecting ports in the United States, Mexico, and Canada to facilitate trade and economic prosperity across the United States. I believe that this combination could expand the collective reach of both railroads and help unlock the full potential of the United States-Mexico-Canada Agreement (USMCA).

I was encouraged by the Surface Transportation Board's (STB) initial decision to approve the voting trust for Canadian Pacific's proposed acquisition of Kansas City Southern. I urge the STB to promptly reach the same decision with respect to the identical voting trust requested for Canadian National's proposed acquisition of Kansas City Southern. Approving Canadian National's voting trust will ensure equitable treatment for both Canadian Pacific and Canadian National and an even playing field.

CN has operated in the United States for more than 100 years. Their railroad safely and reliably connects businesses, large and small, to markets around the world. This combination of CN and KCS will help reduce greenhouse gas emissions and free up capacity on already congested roads and highways.

For all of the reasons outlined above, I urge the Surface Transportation Board to approve CN's request for a voting trust identical to CP's in essentially the same timeframe to ensure a level playing field.

Blessings and Liberty,



Jeff Duncan
Member of Congress

JOE WILSON
2ND DISTRICT, SOUTH CAROLINA

ASSISTANT MINORITY WHIP

COMMITTEE:
FOREIGN AFFAIRS
RANKING MEMBER: MIDDLE EAST, NORTH
AFRICA, & INTERNATIONAL TERRORISM

ARMED SERVICES
EDUCATION & LABOR

Congress of the United States
House of Representatives

COUNTIES:
AIKEN
BARNWELL
LEXINGTON
ORANGEBURG*
RICHLAND*
(*PARTS OF)

June 7, 2021

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

Re: FD 36514, Canadian National and Kansas City Southern Railways 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) and Kansas City Southern (KCS) announced they would combine, connecting ports in the United States, Mexico, and Canada to facilitate trade and economic prosperity across the United States. I write today to request the full and fair consideration of CN's Voting Trust proposal before the Surface Transportation Board (STB).

I was encouraged by the Surface Transportation Board's (STB) initial decision to approve the voting trust for Canadian Pacific's proposed acquisition of Kansas City Southern and urge the STB to promptly reach a decision with respect to the identical voting trust requested for Canadian National's proposed acquisition of Kansas City Southern.

CN has operated in the United States for more than 100 years; their railroad safely and reliably connecting businesses, large and small, to markets around the world. For this reason, 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 and please do not hesitate to reach out to my office should you have any questions.

Sincerely,



JOE WILSON
Member of Congress

1436 LONGWORTH HOUSE OFFICE BUILDING
WASHINGTON, DC 20515-4002
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FAX: (202) 225-2455
www.joewilson.house.gov

MIDLANDS OFFICE:
1700 SUNSET BLVD. (US 378), SUITE 1
WEST COLUMBIA, SC 29169
(803) 939-0041
FAX: (803) 939-0078

AIKEN OFFICE:
1930 UNIVERSITY PARKWAY, SUITE 1600
AIKEN, SC 29801
(803) 642-6416
FAX: (803) 642-6418

340 Michigan St SE
P.O. Box 609
Hutchinson, MN 55350



320-587-2133
800-328-5189
Fax 320-587-5816

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:

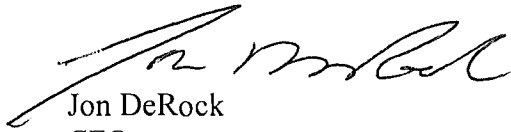
Agri Trading has been in business for over 44 years as a commodity trading company and logistical service provider. We are a shipper with both the Canadian National and the Kansas City Southern moving various grades of animal fats and vegetable oils from the Midwest to the gulf and into Mexico. Our commodities are a vital ingredient as feedstock to the renewable fuels industries. Over the years the Canadian National and Kansas City Southern have serviced our locations with exceptional service, which has allowed our business to grow year over year.

Central to Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Agri Trading unequivocally supports approval of Canadian National's voting trust. Canadian National proposes to use the same voting trust structure as Canadian Pacific Railway, which the Board 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. The approval of Canadian National's voting trust will allow Kansas City Southern shareholders to make a fully informed decision when placing their votes to approve the transaction, and upon approval, to receive the full value of their shares while the STB considers Canadian National's case for a combined, end-to-end rail network.

Agri Trading is proud of our 44 year relationship with Canadian National and appreciate their outreach to us since April 20 regarding the proposed Kansas City Southern-Canadian National combination. Their voting trust—as well as their request that the STB review their voting trust with a period for public comment—demonstrates clearly the customer-focused approach to business that Canadian National has demonstrated since the inception of our relationship. We look forward to seeing Canadian National's

commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

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

Jon DeRock
CFO

cc: Parties of Record

AC TRADING LTD

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

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

Dear Ms. Brown:

All Commodities (AC) Trading Ltd is a pulse trading and processing facility operating in Saskatchewan with an international market presence in Canada, the United States, Mexico, South America, and Southeast Asia. We have dealing with CN for over a decade and have established a successful business relationship that has enabled us to grow our market shares globally, by using all available services to us in our operating regions.

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

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

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

Sincerely,



Kevin Dick
President, All Commodities (AC) Trading Ltd
1600 Two Mile Rd
Winnipeg, Manitoba R2N 4K1



June 7, 2021

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

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

Dear Ms. Brown:

Hi-Crush Inc. is a shipper with two facilities with CN direct service. Hi-Crush Inc. ships Northern White Premium frac sand to Transload terminals located across the U.S. and Canada.

Hi-Crush 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.

Hi-Crush Inc. is proud of our 8 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

William Barker

William Barker
General Counsel
Hi-Crush Inc.

cc: Parties of Record



June 4, 2021

The Honorable Cynthia T. Brown
Chief, Section of Administration

Office 813.888.7808
Fax 813.888.7471
Toll Free 855.888.7808

Office of Proceedings

Surface Transportation Board

5321 Memorial Highway
Tampa, FL 33634

395 E. Street, S. W.

hillercarbon.com

Washington, DC 20423 – 0001

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

Dear Ms. Brown:

Hiller Carbon, LLC is a shipper on the Canadian National Railway shipping from Sarnia into the United States, they are very helpful with shipments and responsive to the point I where I wish some of our United States railroads were as good as they are.

Hiller Carbon, LLC 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 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.

Hiller Carbon, 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 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 that reads "Rondi Duncan". The signature is fluid and cursive, with the first name "Rondi" and last name "Duncan" clearly distinguishable.

Rondi Duncan

Manager Rail & Logistics Operations

cc: Parties of Record



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

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

Dear Ms. Brown:

Louisiana Sugar Refining, LLC (LSR) is a customer of CN since the inception of LSR in 2010.

Louisiana Sugar Refining, LLC (LSR) 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.

Louisiana Sugar Refining, LLC (LSR) is proud of our 11-year relationship with CN and appreciate their outreach to us 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.

Sincerely,

Larry Fauchaux
CEO / GM
Louisiana Sugar Refinery LLC

cc: Parties of Record



June 6th, 2021

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

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

Dear Ms. Brown:

MSL is a manufacturing company specialized in the production of construction products designed for commercial roofing, soundproofing and thermal insulation. MSL's mission is to manufacture a wide range of innovative and environmentally friendly products while ensuring a level of service and efficiency, which meets the expectations of our clients and distributors. Over the past few years, MSL and CN have built a strong partnership, specifically for the distribution of our products to Western Canada.

MSL 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.

MSL is proud of our relationship with CN and appreciate their outreach to us 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,

Clayton Fearon
Vice President of Sales

Monterrey; N.L. June 03, 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

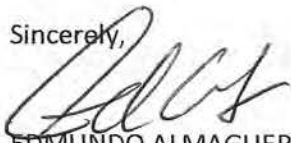
Dear Ms. Brown:

Mercado de Arenas Silicas, S.A. de C.V. is client of CN and KCS, we have made shipments from Wisconsin and New Orleans to Laredo, Texas.

Mercado de Arenas Silicas, S.A. de C.V. 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.

Mercado de Arenas Silicas, S.A. de C.V. is proud of our 8 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,



EDMUNDO ALMAGUER CERVANTES

CEO

cc: Parties of Record

ARENAS NACIONALES E IMPORTADAS

Río Missouri 520 ote. Col. Del Valle. San Pedro Garza García, N.L. México. C.P. 66220

Tel. +52 (81) 8335.5191 / 61

www.merasi.com



We take it personally

June 2, 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:

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

OOCL supports 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 competing offers,

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

OOCL is proud of our long history and relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. 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 "Eric Witsaman", written over a horizontal line.

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



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

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

Dear Ms. Brown:

RM Logistic is a leading worldwide logistics company providing road, rail, ocean, and air freight services to a global customer base. We have built a strong business relationship with CN Rail that is continuing to grow.

RM Logistic 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.

RM Logistic is proud of our relationship with CN and appreciate their outreach to us 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,

Emile Sakhal

Directeur des opérations / Operations Manager

D. 514-315-6955

T. 514-484-7766 x306

F. 514-484-3118

emile@rmlogistic.ca

507 Place d'Armes - Suite 400, Montreal, PQ, H2Y 2W8

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:

TFI International Inc. has a longstanding healthy business relationship with CN whereas we conduct Intermodal freight movement throughout Canada on a large scale.

In previous correspondence, TFI International Inc. has provided support for CN's acquisition of the KCS because of the superior benefits a CN-KCS railway will bring by offering a faster, safer, cleaner and more direct service for North-South trade.

TFI International Inc. further 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. TFI International Inc. is proud of our longstanding relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination.

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 "B McGonigal", with a long horizontal flourish extending to the right.

Bob McGonigal
Executive Vice President
TFI International Inc.

cc: Parties of Record