

**BEFORE THE
SURFACE TRANSPORTATION BOARD**

STB FINANCE DOCKET NO. 36514

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

**JOINT SUBMISSION OF 186 ADDITIONAL STATEMENTS SUPPORTING
PROPOSED TRANSACTION AND/OR VOTING TRUST**

Applicants Canadian National Railway Company (“CN”) and Kansas City Southern (“KCS”) respectfully submit the enclosed 186 letters from stakeholders relating to CN’s and KCS’s proposed combination. All of the letters in today’s filing express support for the approval of the voting trust. This filing brings the total number of support letters filed to well over 1,650. 940 of these letters explicitly support the proposed CN-KCS voting trust. These letters come from customers in Canada, Mexico and the United States, suppliers from every side of the rail industry, many of the largest ports in North America, trade associations, local chambers of commerce, dozens of mayors and city administrators, numerous state legislators, 2 governors, and 11 members of Congress.

Each of the 186 letters filed today voice their unequivocal support for CN’s proposed voting trust, of which 105 also back the CN-KCS combination

itself. They include a letter from the Honorable Sam Graves, the representative from Missouri's Sixth District and Ranking Member of the House Committee on Transportation and Infrastructure. Representative Graves "urge[s] approval of the voting trust" and notes that the "CN/KCS trust should meet the unlawful control test, and also meet the public interest financial test." He also observes that "KCS is well-established and well respected within the Kansas City area and merging with CN will create new opportunities for trade and economic growth in the metro area and beyond. From a national and international perspective, the CN/KCS merger has the potential to improve commerce and access to markets by creating a single railroad that will streamline the movement of goods among Canada, the United States, and Mexico."

Ranking Member Graves is joined by several other members of the Missouri and Kansas delegations, including Governor Mike Parson of Missouri, Congressman Emmanuel Cleaver, and Congresswoman Sharice Davids. Joining in support as well are numerous Kansas and Missouri civic organizations and leaders. The Kansas and Missouri delegations are joined by Congressman Cuellar of Texas and Congressman Kelly of Mississippi.

Support also comes from Louisiana. Applicants are pleased to enjoy the backing of Mayor Sharon Weston Broome of Baton Rouge, who writes that the proposed combination "would serve Baton Rouge, Louisiana well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Baton Rouge and East

Baton Rouge Parish.” The board and executives of the Baton Rouge Area Foundation likewise write in support of the merger and voting trust, describing CN as “integral” to the transportation system of the region, and critical in connecting their businesses to markets around the World. They welcome the merger, which they say will further allow industry to move traffic from truck to rail and in so doing reduce greenhouse gas emissions. These letters join a dozen others supporting the merger which Applicants have already filed from Louisiana, including Governor Edwards and the Port of New Orleans.

The various elected officials, civic leaders, and economic development groups are joined by numerous other shippers and customers throughout Mexico, U.S. and Canada.

Other supporters also eagerly welcome the opportunity to move truck traffic to the new joint CN-KCS rail network. One such company is Atlantic Track and Turnout Co., a supplier to the rail industry as well as a customer that relies upon fast and economical service from CN in order to ship their products all across North America. This reliance has only continued to grow as the economy has reopened and truck freight has become “very expensive and increasingly unreliable.” They write that the CN-KCS combination would create a railroad network that is “faster, safer, and more economical,” which will allow them to shift more of their shipping to rail where the company currently relies on trucks to move freight from their facility in Memphis.

Entities from the agriculture industry join to express their support for the trust as well as the benefits the proposed merger would bring to their business. One such supporter is Ray-Carroll County Grain Growers, a long-time customer which depends on KCS for service at five of its locations where it provides a broad range of services to farmers and other members. Another, poultry producer Raeford Farms of Louisiana, looks forward to expanded market access and a more diversified feed market so that weather conditions in their immediate region don't have the potential to pose a significant threat of disruption to their business.

CN and KCS are also pleased to enjoy support for the proposed voting trust from numerous labor organizations, including letters filed earlier this week from multiple chapters of the International Association of Sheet Metal, Air, Rail and Transportation Workers and Brotherhood of Locomotive Engineers and Trainmen ("BLET"). Today's filing includes support from 4 local unions affiliated with the Brotherhood of Locomotive Engineers and Trainmen ("BLET"), who collectively represent over 1700 engineers working on CN's United States affiliates and approximately 200 engineers working on KCS. These letters encourage approval of the voting trust, and note that the trust "demonstrates clearly the stakeholder-focused approach to business that Canadian National has demonstrated" in its relationship with these labor organizations.

CN and KCS are pleased that so many stakeholders recognize that the trust proposed by CN and KCS, which is identical to the CP trust approved

by the STB, meets the test for approval because it: (a) prevents premature control of KCS; (b) allows KCS to maintain independence during the STB's review of the ultimate combination of CN and KCS; and (c) protects KCS' financial health during this period. It also enables KCS shareholders to realize the full value of their shares prior to the STB's subsequent review of the merits of the proposed combination.

Indeed, as the Board may be aware, former STB Commissioner and Vice-Chairman, William Clyburn, Jr., wrote in an *Railway Age* op-ed dated June 8, 2021 that he believes the CN voting trust addresses “unlawful control” and the “public interest” standard under the new rules, and that as such, the voting trust should be approved. Likewise, in an op-ed published by *Railway Age* on June 22, Dr. William Huneke, the former Director of the Office of Economics and Chief Economist at STB expressed his support for the voting trust in large part because approval of the trust is the only means by which shippers will enjoy the benefits of CN's open gateways commitment, which he describes as a “big deal.” He believes that this commitment, which will only be implemented through consideration and approval of the merger itself, “ensures that shippers who today enjoy competitive joint line routings with either CN or KCS will continue to have those routings available to them in a post CN/KCS merger environment, even if a merged CN/KCS could handle the entire movement via a single-line routing”.

CN and KCS appreciate the overwhelming support that Board Member Clyburn, Dr. Huneke, and the many, many other customers and stakeholders have expressed during the STB's voting trust comment period. 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.

Respectfully submitted,

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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 28, 2021

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9. Baton Rouge Area Foundation
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14. Comercializadora Interceramic, S.A. de C.V.
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43. Truper, S.A. de C.V.
44. Wilson Fuel Co. Limited
45. Xolal Construcciones
46. Agunsa L&D S.A. de C.V.
47. Alfredo de León y Cía, S.C.
48. ArcelorMittal Tubular Products Monterrey, S.A. de C.V.
49. ARI Arquitectura y Ingeniería, S.A. de C.V.
50. AS Trucking
51. Borderless Consulting Group
52. Bridgefarmer & Associates, Inc.
53. California Trucking Company LLC
54. Cargodec MX S.C.
55. Comercial Ordizia S.A. de C.V.
56. Consorcio INTERCOM S.A. de C.V.
57. Construcciones Ferroviarias del Golfo S.A. de C.V.
58. DLG Industrias S.A. de C.V.
59. Electrogazá S.A. de C.V.
60. Fastco, Inc.
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63. Gilkes, Inc.
64. Grupo Trimex, S.A. de C.V.
65. Harinas Elizondo
66. Henry Monsivais S.
67. Icom America Inc.
68. IEMS AMERICAS, S.C.
69. Industrias SCR, S.A. de C.V.
70. Ingeniería y Servicios Ferroviarios, S.A. de C.V.
71. Interdom LLC
72. Internacional Regiormontana de Acero, S.A. de C.V.
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78. Lexair, Inc.
79. Lumietri de México
80. M3G Consultores S.C.
81. Mainline Services, LLC
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83. Martha Reyes y Cia S.C.
84. McConway & Torley, LLC
85. Meridian Southern Railway, LLC
86. Mundo Hidráulico Ferretería S.A. de C.V.

87. Node Park
88. ONE Ocean Network Express Shipping Mexico, S.A. de C.V.
89. Ocean Pacific Construcciones S.A. de C.V.
90. Industrias Bachoco and OK Foods, Inc.
91. Optima Consulting, LLC
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93. Polioles, S.A. de C.V.
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96. ROYECTOS Y MANTENIMIENTO DE SEÑALIZACION FERROVIARIA S.A. DE C.V.
97. Raeford Farms of Louisiana, LLC
98. REFRIGERACION MONSA, S.A. DE C.V.
99. Regio Servicios Industriales y Ferroviarios S.A. de C.V.
100. Sani Rent de Mexico S.A. de C.V.
101. Surrette Battery Company LTD.
102. Surveying and Mapping, LLC
103. Tejas Surveying, Inc.
104. TriCounty FS Inc.
105. Winston Plywood & Veneer

STATEMENTS SUPPORTING PROPOSED VOTING TRUST

1. The Honorable Michael L. Parson, Governor of Missouri
2. The Honorable Sam Graves, U.S. House of Representatives, Ranking Member, Committee on Transportation and Infrastructure
3. The Honorable Bennie G. Thompson, U.S. House of Representatives
4. The Honorable Emanuel Cleaver, II, U.S. House of Representatives
5. The Honorable Henry Cuellar, U.S. House of Representatives
6. The Honorable Sharice L. Davids, U.S. House of Representatives
7. The Honorable Trent Kelly, U.S. House of Representatives
8. Louisiana State Representative Vincent J. Pierre
9. Mayor President Sharon Weston Broome, City of Baton Rouge, Parish of East Baton Rouge, Louisiana
10. Brotherhood of Locomotive Engineers and Trainmen (BLET) GCA 360
11. Brotherhood of Locomotive Engineers and Trainmen (BLET) GCA 390 CN/IC Employees
12. Brotherhood of Locomotive Engineers and Trainmen (BLET) GCA 390 KCS Employees
13. Brotherhood of Locomotive Engineers and Trainmen (BLET) GCA 910
14. Ado Technologies
15. Allen's Scrap & Salvage Ltd.
16. Alliance Energy Services
17. Amar Transport Inc.
18. Aspen Acres Organics

19. Canada Pork, Canadian Meat Council and the Canadian Pork Council
20. Central Salvage Ltd.
21. Charron Warehousing Inc.
22. Del Monte Foods, Inc.
23. Dorel Industries Inc.
24. DVL Logistics
25. East & West Transportation
26. Economy Brick Sales, Inc.
27. ED&F Man Liquid Products LLC
28. Effingham Equity
29. Events Logistics Worldwide Inc.
30. Evergreen Shipping Agency (America) Corp.
31. Freightera Logistics Inc.
32. FutureWood Corp.
33. G2 Logix
34. Galaxy Lithium Canada Inc.
35. GFL Environmental
36. GIO Railways Corporation
37. Grain Millers, Inc.
38. Great West Distribution Ltd.
39. Greater Fort Dodge Growth Alliance
40. Greater Kansas City Chamber of Commerce
41. Greater Shreveport Chamber of Commerce
42. Hopewell Logistics Inc.
43. Indiana Business Railroad
44. Les Industries P.F. Inc.
45. Inteplast Bags & Films Corp.
46. J.B. Hunt Transport, Inc.
47. Jalamaar del Centro S.A. de C.V.
48. Kansas City Area Development Council
49. Lewis C. Howard, Inc.
50. Lockwood Logistics International Ltd.
51. Lotus Terminals Ltd.
52. LSM Commodities Ltd
53. Ludlow Cooperative Elevator Company
54. MCW Transport (2000) Inc.
55. Manitoba Starch Products Inc.
56. Martrex, Inc.
57. Menard, Inc.
58. Metal Ox Warehousing & Logistics LLC
59. Missouri Chamber of Commerce and Industry
60. Missouri Department of Economic Development
61. Motive Rail, Inc.
62. Oceanex Inc.
63. PAR Sales & Transportation, Inc.

64. Ponderosa Petroleum
65. Ray-Carroll County Grain Growers
66. Red Lava, Inc.
67. Reliance Carriers Inc.
68. Sadoff Iron and Metal Company
69. SaniQ
70. Seaboard Special Crops
71. SPB Equipments
72. Sterling Services, Ltd.
73. STIHL Limited
74. Stupp Bros., Inc. d/b/a Stupp Corporation
75. Synergy Grain Trading Ltd.
76. TG Appliance Group
77. Topflight Grain Cooperative
78. Tropic Oil Company
79. Union City Terminal Railroad
80. WATCO
81. The Waterloo Central Railway

CERTIFICATE OF SERVICE

I hereby certify that on this 28th day of June, 2021, a copy of the foregoing Joint Submission of 186 Additional 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



ROB SUMMERFIELD

STATE REPRESENTATIVE • 67th ASSEMBLY DISTRICT

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 a premier railway connecting ports in the United States, Mexico, and Canada to facilitating trade and economic prosperity across the United States. I believe this combination will expand the collective reach of both railroads and bring new, sustainable transportation solutions to businesses in my district.

I believe this combination will be good for the Chippewa Valley, and good for the state of Wisconsin. I encourage the STB to approve the voting trust for Canadian National's proposed acquisition of Kansas City Southern as they did with the identical voting trust put forward by Canadian Pacific. This 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,

Rep. Rob Summerfield
67th Assembly District

cc: Parties of Record



June 08, 2021

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

File: #0230

Re: Proposed Canadian National Railway Company Acquisition of Kansas City Southern

I am writing this letter of support for the proposed CN Railway acquisition of Kansas City Southern. Rocky View County is a dynamic municipality in Southern Alberta and is home to CN's Calgary Logistics Park. CN's investments in Rocky View County are a significant contributor to our economic success and our ability to attract international investment in major warehousing, distribution centers and production facilities.

Rocky View County supports CN's acquisition of KCS because of the benefits a CN-KCS railway would bring by offering more direct service for North-South trade. The County believes that an expanded rail network across North America will support CN's Calgary Logistics Park, and contribute to stronger economic growth across Canada and the US. CN's inland port is a major contributor to Rocky View County's growing transportation and logistics sector.

We believe that the acquisition of KCS by CN would provide their customers with better service. CN's track record of success, high quality customer service and strong safety record gives us confidence that a combined CN-KCS would be well-positioned to serve customers' needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN has the ability to effectively and seamlessly 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 that 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 proceed with an alternate option.

Some examples of enhanced transportation and service include:

- The combined company's single-owner, single-operator service would enhance customers' ability to be competitive, benefiting important sectors of our local economy

Cynthia T. Brown
(Continued)

- in the Calgary Region, such as intermodal shipping, value added processing, and enhanced agricultural product exports.
- CN's significant experience providing seamless intermodal service throughout their network and across borders. This strengthens CN's Calgary Logistic Park as a globally recognized hub for logistics.
 - CN's strong commitment to engage with local communities like Rocky View County and support to local stakeholders throughout the Calgary Region.

Rocky View County appreciates all of CN's investments in the Calgary Logistics Park at Conrich and strongly supports CN's proposed acquisition of KCS for the reasons stated above.

Thank you for this opportunity to provide our support for CN and their world-class vision for railway excellence in North America.

Sincerely,
Rocky View County



Dan Henn
Reeve



Warren J. Torres, Jr.
Councilman – District II
St. John the Baptist Parish Council

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 Railway Company, Grand Trunk Corporation, and CN's 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 Reserve, Louisiana.

For many years, Canadian National has been an integral part of the transportation system. Their railroad safely and reliably connects St. John the Baptist Parish, Louisiana 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 many of the businesses and industrial parks.

Finally, I was encouraged by the Surface Transportation Board's decision to approve the voting trust for Canadian Pacific's proposed acquisition of Kansas City Southern and urge the Surface Transportation Board, 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 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,

Warren J. Torres, Jr.
Councilman – District II

A. J. HOLLANDER ENTERPRISES INC.

372 Doughty Blvd. Inwood, NY 11096

Telephone: 516 295 2400

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June 17, 2021

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

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

Dear Ms. Brown:

AJ Hollander Enterprises 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.

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 hides from USA to Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

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

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

AJ Hollander Enterprises 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,



Howard Ganz
President



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

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

Dear Ms. Brown:

Acty Virtual Systems SAPI de CV is a company that professionalizes IT integrators. Through a business consultative program, we help develop a business strategy and plan.

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

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

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.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Acty Virtual Systems SAPI de CV 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, Acty Virtual Systems SAPI de CV 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.

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

Sincerely,

Acty Virtual Systems SAPI de CV

Clara Lizeth Morales E.
Administration Manager

cc: Parties of Record



ARGOM
GlobalTrade

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

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

Dear Ms. Brown:

ARGOM GLOBAL TRADE S.A. DE C.V. it is a company that constantly carries out business relationships with the united states and other countries for our customers, each of the import and transfer services between the united states border with Mexico (San Diego, San Antonio and The Paso Tx) is performed a across the railway system, since 2016. The destinations we operate the most are within the industrial corridor (Queretaro, Guanajuato, San Luis Potosi, Aguascalientes, Michoacán, Durango and Jalisco).

ARGOM GLOBAL TRADE 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 most frequently used transport is a mix between rail transport and trailer, both for the entry and exit of merchandise. For the needs of exports to Central America, Europe and Asia, we do it by means of trailer-train-boat, using the spurs closest to the ports of departure or entry such as: Tampico, Manzanillo, Veracruz and Michoacán.

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 service of a single owner and a single operator of the combined company would improve our ability to be competitive in the markets in which we operate, benefiting our shipments of materials from the United States, Europe, Asia and Central America to Mexico, and vice versa
- CN's significant experience providing seamless intermodal service throughout their network and across borders.



ARGOM
GlobalTrade

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

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

ARGOM GLOBAL TRADE 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,

MGENI. Lorena Arriola González
CEO

cc: Parties of Record



ATLANTIC TRACK

www.atlantictrack.com

400 Broadacres Drive, Suite 415 • Bloomfield, NJ 07003

Phone: 800-631-1274 • Fax: 973-748-4520 • info@atlantictrack.com

June 16, 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 Railway Company, Gateway Eastern Railway Company, and The Texas Mexican Railway Company

Dear Ms. Brown:

Atlantic Track & Turnout Co. is both a customer of and a supplier to the Canadian National Railway Company.

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

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs as a supplier of special railroad trackwork to freight, transit and industrial railroads throughout the USA, Canada, and Mexico. 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.

Atlantic Track relies on the CN to service its main special railroad trackwork fabrication facility in Memphis, TN. Direct and efficient access to the freight railroad system is extremely important for Atlantic Track to be competitive nationally and internationally. This is especially true as the economy has re-opened and truck freight has become very expensive and increasingly unreliable.

The combined CN/KCS company would create a railroad network with enhanced end-to-end single-operator service which will result in a faster, safer, and more economical rail option for us where we currently rely on trucks to move freight in and out of our facility in Memphis. A combined CN/KCS

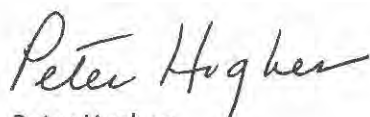
network would also create shorten travel distances and shorten transit time on many key routes for us. We are hopeful that a combined CN/KCS network will be able to provide more seamless transportation and service that would not be available to us through the KCS should it go forward with an alternative combination.

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

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

Atlantic Track would like to acknowledge and point out to the STB the CN's best-in-class vendor development program that has helped our employee-owned company to greatly improve manufacturing efficiency, reduce cost and produce higher quality products for all our customers. The CN vendor development program has led to significant internal changes within our company prompting us, for example, to adopt our own vendor and employee codes of conduct, and to create an internal environmental committee charged with reducing our carbon footprint by 20% over the next 7 years. This program is unique in our experience of almost 57 years in business.

For all the reasons stated above, Atlantic Track is confident in and strongly supports CN's acquisition of KCS. We hope to see the premiere 21st century railway come to life.

A handwritten signature in black ink that reads "Peter Hughes". The signature is fluid and cursive, with the first name "Peter" and last name "Hughes" clearly distinguishable.

Peter Hughes,

President

CC: Parties of Record



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

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

Dear Ms. Brown:

Avient Corporation has been an outbound shipper with CN in the past, but we no longer have customers we deliver material to in railcars. We still do receive inbound raw materials in railcars and both railroads, CN and KCS, are major points in that inbound network. We have been very satisfied with each carrier's service and more importantly, the customer service we receive from both.

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

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

Avient Corporation will continue to rely on CN/KCS continued service into our locations. Along with the service requirements, we will need technology and customer service to allow Avient to know where our cars are and a group of people to help with exceptions.

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

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

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

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

Sincerely,

A handwritten signature in black ink, reading "Brad Demmerle". The signature is written in a cursive, flowing style with a large initial "B".

Brad Demmerle
Sr. Logistics Specialist

cc: Parties of Record

*Baton Rouge
Area Foundation*

May 21, 2021

William E. Balhoff
Chair

John G. Davies
President & CEO

Jennifer Eplett Reilly
Vice Chair

Donna D. Fraiche
Secretary

Francis C. Jumonville Jr.
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Beverly M. Haydel

Jeffrey W. Koonce

Charles W. Lamar III

Todd S. Manuel

Linda O. Posner

Matthew C. Saurage

Nicklos S. Speyrer

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

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

Dear Chairman Oberman:

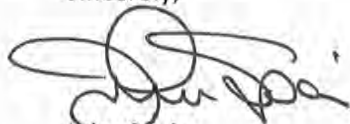
Recently, Canadian National (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 21st century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States. I believe that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

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

CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in everyone community where it operates. We look forward to the opportunity to expand access to passenger service between Baton Rouge and New Orleans by partnering with CN.

Finally, I was 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 both Voting Trusts will allow KCS to choose the bid it judges to be best for its shareholders. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,



John Spain
Executive Vice President
Baton Rouge Area Foundation

cc: Parties of Record

100 North Street
Suite 900
Baton Rouge
Louisiana 70802

phone: 225-387-6126
fax: 225-387-6153
braf.org



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

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

Dear Ms. Brown:

BlueLinx is a leading U.S. wholesale distributor of residential and commercial building products with SKUs across product categories such as lumber, panels, engineered wood, siding, millwork, metal building products, and other construction materials. With a strong market position and broad geographic coverage footprint servicing 40 states, BlueLinx relies heavily on CN to ensure carloads of product are delivered throughout our supply chain. CN's reliable and consistent service provide support for strategic priorities of on-time service, sales growth, and product expansion.

BlueLinx 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 lumber and other forest products going to existing markets in Kansas City MO, Houston TX, and Omaha NE as well as new markets in US, Mexico, and Canada

- CN's proposal embraces the spirit of the new STB rules, including the requirement to enhance competition— there is no ambiguity in where we stand on this issue, which is why CN did not even try to benefit from the waiver.
- KCS and CN have very little overlap and several connection points which will facilitate the combined railway to create new innovative transportation solutions that help BlueLinx reach new desirable markets directly and economically.

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

BlueLinx 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,

DocuSigned by:

C9E691FBFD61488...

Gary Batchelor
Senior Manager, Transportation

cc: Parties of Record



CIUDAD DE MEXICO, A 18 JUNIO DE 2021.

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

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, y las filiales operativas ferroviarias de CN—Control—Kansas City Southern, Kansas City Southern Railway Company, Gateway Eastern Railway Company y Texas Mexican Railway Company

Estimada Sra. Brown:

C. Czarnikow Sugar Mexico, S.A de C.V. es una compañía de trading especialista en el Mercado de Azúcar, nuestra relación con CN y KCS-KCSM ha sido pieza clave de muchos negocios que hemos realizado entre México, US y Canadá, donde se han distinguido por su compromiso en la atención y servicio a nuestras operaciones.

Czarnikow Sugar 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, Czarnikow Sugar 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.

Czarnikow Sugar se enorgullece de su relación de más de 10 años con CN y aprecia el hecho de que se hayan comunicado con nosotros desde el 20 de abril para tratar la combinación propuesta KCS-CN. Su fideicomiso de voto—así como su solicitud de que el STB revise su fideicomiso de voto al mismo tiempo que revisa el fideicomiso de CP con un periodo para comentarios públicos—es prueba clara del enfoque de negocios centrado en el cliente que CN ha demostrado desde el inicio de nuestra relación. Esperamos que el compromiso de CN con la equidad y la eficiencia se refleje en la revisión del fideicomiso de voto por parte de STB, así como en toda la transacción.

Atentamente,

ING. FERNANDO MOSSO
Regional Operations Manager

CCP File

June 07, 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:

Cantak is shipping with CN large diameter pipes for important pipeline projects. We have been working with CN for many years, mostly for projects in Canada.

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

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

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

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

Cantak 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,



Karan V. Angirish, MBA, B.Eng.
Ast. Project Manager

cc: Parties of Record

June the 18th, 2021

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

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

Dear Ms. Brown:

ciaO INTERMODAL is an Intermodal Marketing Company (IMC) for Kansas City Southern de México (KCSM), with the support of KCSM we manage intermodal services from the Lázaro Cárdenas Port all throughout KCSM network, especially northeast of México and Texas.

ciaO INTERMODAL fully 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.

Just recently we have been studying markets inbound/outbound of Guanajuato State, and know for a fact that the integration of CN/KCSM will provide an advantage no other transportation mode can provide.

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of autoparts, steel and grain from Guanajuato to USA, vía Laredo, and vice versa.



55 5025 6570
55 7908 3014



contacto@ciaointermodal.mx



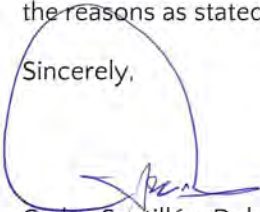
/ciaointermodal
www.ciaointermodal.mx

- 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, ciaO INTERMODAL 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.

ciaO INTERMODAL 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,



Carlos Santillán-Doherty
CEO
ciaO INTERMODAL

cc: Parties of Record



55 5025 6570
55 7908 3014



contacto@ciaointermodal.mx



[/ciaointermodal](#)
www.ciaointermodal.mx



Simplemente lo mejor

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

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

Dear Ms. Brown:

COMERCIALIZADORA INTERCERAMIC SA DE CV, hereafter INTERCERAMIC, maintained a commercial relationship for several years with KASAS CITY SOUTHERN DE MÉXICO, making use of the service for the transportation of our import cargo from the port of Lazaro Cardenas to our warehouse in Queretaro.

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

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

In an increasingly competitive market environment, its crucial for the industry to combine efforts to develop a more modern, safer and faster logistics corridor able to enhance North America's supply chains in order to gain competitiveness in terms of costs, service level and delivery time.

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments from Lazaro Cardenas to Queretaro.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- A wider capacity to develop alternative routes in the USMCA free trade zone, in order to ease the exchange of goods across borders and enhance the industry's logistics processes.

Comercializadora Interceramic, S.A. de C.V.
Av. Carlos Pacheco 7200, Col. Madera 65
C.P. 31060, Chihuahua, Chihuahua, México
T. 614 429.1111
www.interceramic.com

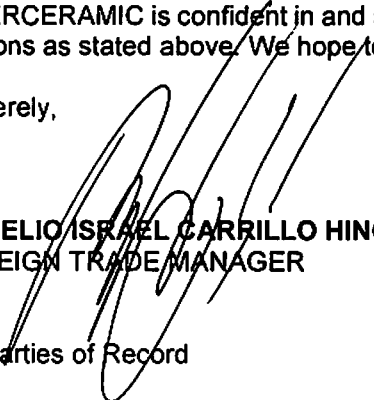


Simplemente lo mejor

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

INTERCERAMIC 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,



ROGELIO ISRAEL CARRILLO HINOJOSA
FOREIGN TRADE MANAGER

cc: Parties of Record

Comercializadora Interceramic, S.A. de C.V.
Av. Carlos Pacheco 7200, Col. Madera 65
C.P. 31060, Chihuahua, Chihuahua, México
T. 614 429.1111
www.interceramic.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:

DBM (Distribution Business Management Association) operates with an essential and enduring set of core values that help define the Association. Excellence in Education, Shared Commitment to our Industry and Integrity in all our Endeavors form the foundation that guides our decisions and actions. The Distribution Business Management Association (DBMA) provides think tank forums between business and academia that seek solutions to the pressing issues facing today's and tomorrow's supply chain and logistics executives.

We believe that a combination of CN and KCS would help our members 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 our products within North America.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

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

DBM 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,



Amy Thorn

CEO, DBM Association

717- 295 -0033 (Phone)

athorn@dbm-assoc.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:

Express Grain Terminals LLC is a family-owned grain handler and soybean processor located in Greenwood, MS. We employ 180 workers. We do a lot of business on the CN shipping corn and soybean meal to animal feed mills. We also ship biodiesel, soybean oil and byproducts of our process.

Express Grain 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 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 CN merger with KCS would allow us to ship to more destinations that we could otherwise.

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 corn, soybean meal, and soybean oil from Mississippi to additional destination markets.



- 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 Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Express Grain Terminals 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.

Express Grain 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 that reads "John Coleman". The signature is fluid and cursive, with the first name "John" and last name "Coleman" clearly distinguishable.

John Coleman
President

cc: Parties of Record



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

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

Dear Ms. Brown:

Feed Products has been a satisfied customer of CN for over 10 years shipping ingredients for animal feed.

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

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

Our company ships loads throughout the US via truck and rail, we use CN for rail shipments in the northern US and Canada.

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:

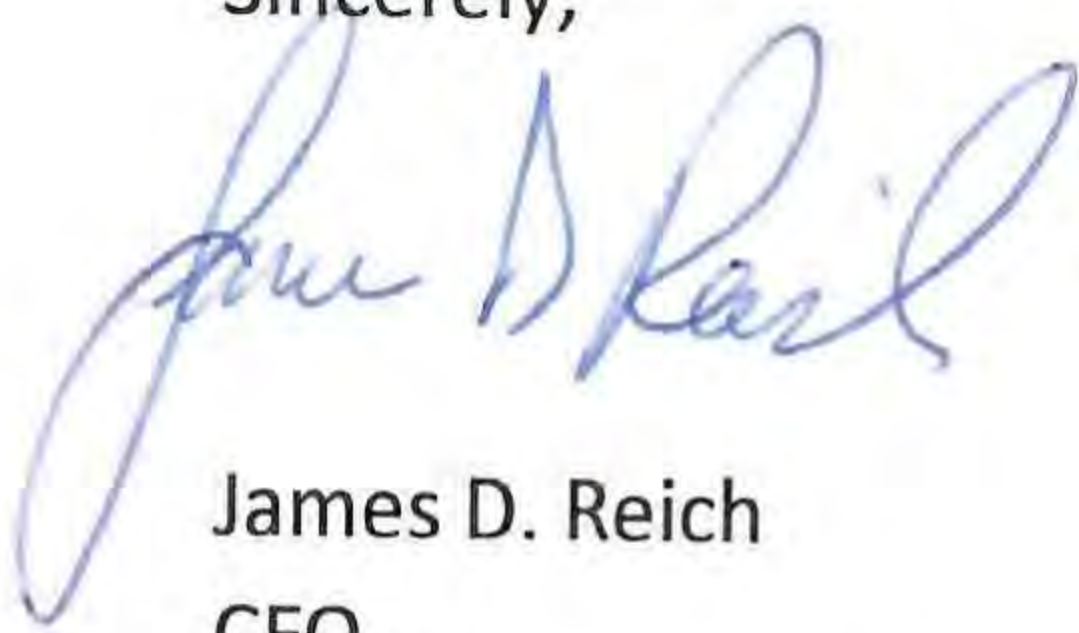
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of animal feed ingredients.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

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

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

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

Sincerely,



James D. Reich

CFO

Feed Products and Service 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:

Grupo Aralo is a Company Leader Transportation Supplier in Mexico, with a significant diversification of business units, providing different solutions such as first / last mile, transloading and cross dock services, another. Grupo Aralo support CN's acquisition of KCS because of the superior benefits a CN – KCS Railway would bring by offering faster, safer, cleaner and more direct service for our mutual final customers.

Grupo Aralo 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 FTL from Canada and Chicago Area to Mexico Central, meaning Guanajuato, Queretaro, San Luis Potosí and Aguascalientes.
- 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. Grupo Aralo unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

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

Grupo Aralo 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,

Ing. Hugo Martinez
Grupo Aralo Commercial Director

June 24th, 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 Cyprus, is company dedicated to the distribution of the best products for the industries of the Leather goods, footwear and furniture exceeding all customer expectations in terms of quality and price, and considering the merger of CN with KCS / KCSM will provide us a greater opportunity to improve our customer's relationship.

Grupo Cyprus 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:

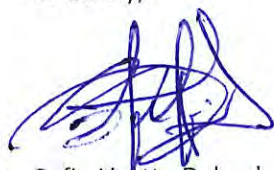
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of import from US and CN to MX / Leon Guanajuato.
- CN's significant experience providing seamless intermodal service throughout their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

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

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

Grupo Cyprus 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,



Sofia Lizette Delgado Muñoz
Gerente de Operaciones
Grupo Cyprus León

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:

GTO LOGISTICS CENTER is a promoter of customs processes in Mexico with solid infrastructure and compliance expertise in PUERTO INTERIOR. In the most of cases our customers are automotive companies.

GTO LOGISTICS CENTER 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.

- 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 our different clients from US & CA to Mexico, Bajio area.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

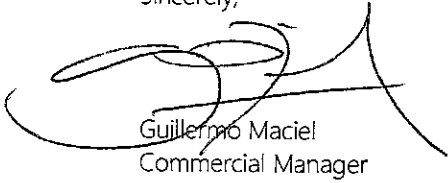
Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. GTO LOGISTICS CENTER unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair,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

GTO LOGISTICS CENTER 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,



Guillermo Maciel
Commercial Manager

cc: Parties of Record

HANKINS LUMBER COMPANY, INC.

SOUTHERN YELLOW PINE
P.O. BOX 1397
GRENADA, MISSISSIPPI 38902-1397
PHONE 662-226-2961
FAX 662-226-6404

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

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

Dear Ms. Brown:

Hankins Lumber Company is a lumber manufacturer in Grenada, MS. We ship nearly 100 million board feet per year with CN and have been very satisfied with the service we receive.

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

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

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, with additional potential for shipments of Southern Yellow Pine from Mississippi to Texas 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. Hankins Lumber Co 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.

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

Sincerely,



Joe Hankins
Sales 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**

June 21, 2021

Dear Ms. Brown:

In-Terminal Services de Mexico S de RL de CV (IDM) and its dedicated employees have relentlessly focused on delivering superior rail intermodal terminal service with an emphasis on quality and safety. Since June 2006 we have operated terminals in Mexico for the Kansas City Southern Railroad, providing specialized container loading and unloading services as well as intermodal equipment maintenance.

In-Terminal Services de Mexico S de RL 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 to the overall economy.

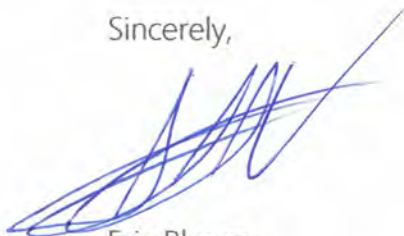
We are also very supportive of the positive impact of converting truck freight to rail on our environment.

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. In-Terminal Services de Mexico S de RL de CV unequivocally supports approval of Canadian National's voting

Sincerely,



Eric Blanco
Regional Manager
Legal Representative

Cc: Rolando Masias, IDM
Rene Etcharren , IDM/ITSC

ISS Intermodal Support Services
JACKSONVILLE • CHICAGO • LOS ANGELES

8659 Baypine Road Suite 300
Jacksonville, FL 32256
904-858-1587

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

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

Dear Ms. Brown:

Intermodal Support Services, Inc. (ISS) has provided intermodal equipment inspections for KCS for more than nine years.

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

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

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

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

ISS 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 "Jenny Johnson". The signature is fluid and cursive, with the first name "Jenny" and last name "Johnson" clearly legible.

Jennifer Johnson
President, Intermodal Support Services, Inc.
904-858-1587 Office
904-476-7462 Cell
jjohnson@intermodalsupport.com

Cc: Parties of Record



J.O. ALVAREZ, INCORPORATED
Licensed U.S. Customhouse Brokers

P.O. Box 1434, Laredo, Texas. 78042-1434

TEL: 956.723.5521 | FAX: 956.723.5274

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

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

Dear Ms. Brown:

J.O. Alvarez, Inc. is an International Logistics and Licensed Customs Brokerage Company, with long time business relations with Canadian National, with excellent results so far.

J.O. Alvarez, 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.

For example:

YOUR LINK TO POSSIBILITIES



J.O. ALVAREZ, INCORPORATED
Licensed U.S. Customhouse Brokers

P.O. Box 1434, Laredo, Texas. 78042-1434

TEL: 956.723.5521 | FAX: 956.723.5274

- 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 a large variety of customers, located in Mexico, United States and Canada.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

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

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

J.O. Alvarez, 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,

Jorge O. Lugo
Director of Business Development and Operations, Mexico
J.O. Alvarez, Inc.

YOUR LINK TO POSSIBILITIES

Lapson México

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

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

Dear Ms. Brown:

LAPSON MEXICO SA DE CV with the address in Av. Fuentes del Valle 473, Col Fuentes del Valle, San Pedro Garza García Nuevo Leon 66220, 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:

- 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. LAPSON MEXICO SA DE CV 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.

Monte

To ensure fair and transparent review of CN's voting trust, LAPSON MEXICO SA DE CV 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.

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

Sincerely,

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

Mario Alejandro Oliveros Zambrano
CEO

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:

Magotteaux Inc works in close relationship with CN moving grinding media from the USA to Canada, Mexico and around the USA.

Magotteaux 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.

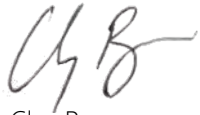
For example:

- 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 grinding media from Tennessee to Mexico and Canada.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

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

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

Sincerely,

A handwritten signature in black ink, appearing to read 'CR' with a stylized flourish.

Clay Rogers
North American Logistics manager
MAGOTTEAUX INC

cc: Parties of Record



POULTRY, INC.
Quality Every Step Of the Way

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

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

Dear Ms. Brown:

Mar-Jac Poultry has an on-going relationship with the CN Railroad and the KCS. Both of these relationships are very important to our daily operations.

Mar-Jac Poultry 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.

Mar-Jac receives over 40,000,000 lbs. of raw ingredients each week. Some of this is by truck but the vast majority is by rail. We have long standing relationships with CSX, Norfolk Southern, the Meridian Southern short line and would very much welcome the expanded CN KCS combination.

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 grains from mid-west origins to our operations in Waynesboro, Ms. thru the KCS to the Meridian Southern and shipments to our operations in New Augusta, Ms. from the CN Rail.



POULTRY, INC.

Quality Every Step Of the Way

• We could see where the combined CN/KCS would present opportunities in streamlined communications and shipments as we move forward.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Mar-Jac Poultry 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.

Mar-Jac Poultry 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,

Keith R. Poss
Corporate Director of Transportation

cc: Parties of Record



Mitsui de México, S. de R.L. de C.V.
Torre Mayor Piso 33. Paseo de la Reforma 505
Col. Cuauhtémoc, C.P. 06500 México, D.F.
Tel: (52) 55 5284-0500, Fax: (52) 55 5286-1277

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

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

Dear Ms. Brown:

Mitsui de Mexico is a steel trader working with CN and KCSM currently moving steel coils from Hamilton, ON to Monterrey, NL.

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

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

We need a safer service and a more efficient communication with customer service. We need a faster route and more direct, resulting in improved efficiency, enhanced competition and more options available.

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.



Mitsui de México, S. de R.L. de C.V.
Torre Mayor Piso 33. Paseo de la Reforma 505
Col. Cuauhtémoc, C.P. 06500 México, D.F.
Tel: (52) 55 5284-0500, Fax: (52) 55 5286-1277

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 products from Canada and USA to Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

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

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

Sincerely,

DocuSigned by:
Tomohiro Kii
EC4052FD5BAA48F...

Tomohiro Kii
GM / LEGAL REPRESENTATIVE

MODALSUPPORT EQUIPO DE MÉXICO

S. DE R.L. 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:

ModalSupport Equipo de Mexico (MODALSUPPORT) has provided intermodal equipment inspections for KCS/KCSM in Mexico at 3 locations for more than seven years.

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

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

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

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

MODALSUPPORT 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 "Jenny Johnson". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Jennifer Johnson
President, ModalSupport Equipo de Mexico
904-858-1587 Office
904-476-7462 Cell
jjohnson@intermodalsupport.com

Cc: Parties of Record



MUTUAL TRANSPORTATION SERVICES INC.

627 Lyons Lane, Suite 403 Oakville, Ontario L6J 5Z7

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

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

Dear Ms. Brown

Since 1995 Mutual Transportation has achieved tremendous success in an extremely competitive industry due to the commitment of our team of professionals and the supply chain partnerships we have forged throughout North America.

At Mutual Transportation our expertise is in providing supply chain solutions for shippers throughout North America. Having access to efficient end to end supply chain solutions is critical in our ability to delivering success to our customers.

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

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 the movement of consumer packaged goods from Mexico to Canada.

Head Office
PH (905) 339-3889
FAX (905) 339-2936

Charlottetown, P.E.I.
PH (902) 628-8225
FAX (902) 628-1805

Niagara, ON
PH (905) 327 2841
FAX (905) 227-2277

Montreal, P.Q.
PH (514) 620-3341
FAX (514) 620-8048



MUTUAL TRANSPORTATION SERVICES INC.

627 Lyons Lane, Suite 403 Oakville, Ontario L6J 5Z7

- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Together, CN and KCS would have a robust network of end-to-end single-owner, single-operator services from Mexico to Canada – more than any other Class 1 railroad – with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.

Mutual Transportation also 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, Mutual Transportation also supports CN's request that the STB review CN's voting trust agreement simultaneously with CP's proposed voting trust and that the review process include a brief public comment period. Such a review would ensure a level playing field for the bids while ensuring that both the CN and CP option is on their individual merits.

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

Sincerely,

Chris Chapin
President, Mutual Transportation

Head Office
PH (905) 339-3889
FAX (905) 339-2936

Charlottetown, P.E.I.
PH (902) 628-8225
FAX (902) 628-1805

Niagara, ON
PH (905) 327 2841
FAX (905) 227-2277

Montreal, P.Q.
PH (514) 620-3341
FAX (514) 620-8048



NAVARRO INTERNATIONAL GROUP, LLC.

Thibodaux, Louisiana 70301

E-mail: nnavarro@navarointgroup.com

www.navarointgroup.com

Tel: (985) 859-5858

June 25, 2021

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

Re: FDb36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail
Subsidiaries-Control-Kansas City Southern Railway Company, Gateway Eastern Railway Company,
Operating and the Texas Mexican Railway Company

Dear Ms. Brown:

Navarro Int. Group, LLC is an international exporter of bulk grains and processed grain products based in the New Orleans, LA area. We receive grain and processed grain products for transloading by multiple means of transport, including rail.

Navarro Int. Group, 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 win in our 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. 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.

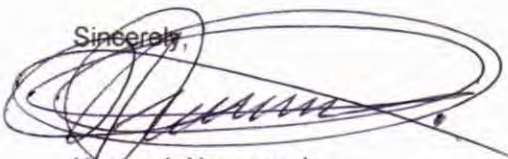
For example:

- a. The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate.
- b. 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.*
- c. Customers of both companies would benefit from faster, safer, more direct and more efficient service for North-South trade.

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

Navarro Int. Group, 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,



Nestor J. Navarro, Jr
Managing Member

cc: Parties of Record



16290 KATY FREEWAY, SUITE 600
HOUSTON, TX 77094

June 28, 2021

Via E-Filing

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

Re: FD 36514, *Canadian National Ry. Co., Grand Trunk Corp., and CN's
Rail Operating Subsidiaries – Control – Kansas City Southern et al.*

Dear Ms. Brown:

Olin Corporation (“Olin”) submits this letter in response to the proposed acquisition of control of Kansas City Southern and its affiliates and subsidiaries (collectively “KCS”), by Canadian National Railway Company and its affiliates and subsidiaries (collectively “CN”), and more particular, in response to the decision served by the Surface Transportation Board (“STB” or “Board”) in the above-referenced proceeding on June 8, 2021 inviting comments on the motion for voting trust approval filed by CN and KCS on May 26, 2021, as supplemented.

Headquartered in Clayton, Missouri, Olin is a publicly traded company with 6,500 employees at 70 locations worldwide. Among other businesses, Olin is a leading producer of bulk chlorine, caustic soda, bleach, and other chemicals in North America. Chlor Alkali Products & Vinyls is Olin’s largest business segment, operating at 10 locations throughout the United States and Canada.

Olin ships the majority of its chlor alkali products via rail from its various North American manufacturing locations. It currently ships over 47,000 rail cars annually, and is a substantial customer of each CN and KCS. As the CN/KCS proposal provides Olin with an opportunity to support and potentially grow its business in certain regions, Olin expresses its support for the proposed merger.

Olin also does not believe that the proposed transaction will create or result in any competitive harm to its service. To the contrary, the Board’s decision served May 17, 2021 subjects the transaction to the STB’s current merger regulations set forth at 49 C.F.R. part 1180, requiring a showing that the transaction will enhance competition while ensuring a stable and balanced rail transportation system. CN has indicated that its plans for enhanced competition include opening up bottleneck and gateway lanes to provide shippers with more routing choices. Improving shipper capabilities to choose routings that optimize mileage, transit time, and/or rates - even if it means that the originating carrier has a shorter line haul - is something that the STB should consider applying to all Class I railroads.

Olin has also reviewed CN/KCS's proposed voting trust. CN is seeking the use of a conventional voting trust that would appropriately "wall-off" CN control over KCS, and enable KCS to continue to be independently managed, with its own board of directors, during the pendency of STB's review of the application. Also, there is no indication that the possible divestiture of KCS (should the Board ultimately disapprove the transaction) would create a significant risk, financial or otherwise, that would be contrary to the public interest.

Olin appreciates the Board's attention to and consideration of this letter.

Respectfully submitted,

A handwritten signature in black ink, reading "Frank Chirumbole". The signature is written in a cursive, flowing style. The first name "Frank" is written with a large, stylized "F" and "C". The last name "Chirumbole" is written in a more standard cursive script.

Frank Chirumbole
Vice President, Integrated Supply Chain
Olin Corporation
16290 Katy Freeway, Suite 600
Houston, Texas 77094

cc: Parties of Record



PO Box 20106
Regina, SK S4N 4J7
smathieson@poga.ca
(306)530-8545

June 25, 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 Prairie Oat Growers Association (POGA) is comprised of the three Provincial oat grower commissions in Alberta, Saskatchewan and Manitoba, and thus represents about 90% of the oats grown in Canada. Canada is the largest exporter of oats in the world with about 50% of Canadian raw oats, and another 20% of production processed, exported each year. Over 90% of those exports go to the United States and Mexico each year.

POGA supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for the Canadian southern corridor.

We believe that a combination of CN and KCS would help shippers of agricultural products receive faster and more reliable service throughout the USA and Mexico. CN's strong track record of success with superior service and safety gives us confidence that a combined CN-KCS would be well-positioned to serve these 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 agricultural customers and grain producers in all of Western Canada, specifically the areas that POGA represents: Alberta, Saskatchewan and Manitoba. We are hopeful this CN-KCS railroad will be approved and be able to provide seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance the competitiveness of shippers of bulk grain and processed grain products from Alberta, Manitoba and Saskatchewan to additional destination markets in the United States and Mexico, an incredibly key market for oat growers as mentioned above.
- A combined CN-KCS will improve the North American transportation network and create a true USMCA railway.
- This combination allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements because direct rail service is more competitive than interline rail service. POGA continues to hear from transportation companies that the long cycle times going to the southern corridor is a barrier so this is a great opportunity to reduce, or eliminate, that barrier and provide better service for our industry
- Customers of both companies would benefit from faster, safer, more direct and more efficient service for southern Canadian corridor

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

POGA 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 'JJ', with a long horizontal line extending to the right.

Jenneth Johanson, President
The Prairie Oat Growers Association
E-mail: jjohanson@mts.net

June 24th, 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:

Rail to Door Consulting [RDC] is a railroad user for more than 10 years, we are a logistic company focused on energy products distribution.

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

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

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

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

RDC 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,



Julio Cesar Cruz
Commercial Director



Reagent Chemical & Research, Inc.

115 ROUTE 202 SOUTH ♦ RINGOES, NJ 08551
(908) 284-2800

June 22, 2021

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

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

Dear Ms. Brown:

Reagent Chemical & Research, Inc. is the largest marketer of liquid hydrochloric acid in the United States. With rail and truck-served distribution facilities located from border to border and coast to coast, Reagent provides customers a reliable source of product essential to water treatment, food manufacturing, and energy production. Reagent has rail-served suppliers and customers in Canada, the US, and Mexico.

Reagent has enjoyed a very good working relationship with the CN. We believe the combination of the CN and KCS will allow us to continue to grow that relationship. Reagent Chemical is in support of Canadian National's acquisition of the KCS for the benefits it provides its customers, stakeholders, and the communities it serves.

Reagent supports approval of CN's voting trust request. CN proposes the same voting trust structure as CP, which the Board recently approved. 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 shares while the STB considers Canadian National's case for a combined, end-to-end rail network.

Reagent Chemical originates a significant number of railcar shipments from the Geismar and St. Gabriel, Louisiana area. We have had a trusted partner in CN and its predecessor railroads for nearly 50 years. We now look forward to a CN/KCS union that brings three countries together under one rail network and brings value to its customers, its stakeholders, and its communities.

Regards,

S. J. Bendig

Stephen J. Bendig
Senior Vice President, HCl Operations



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

17/06/21

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

Dear Ms. Brown:

Schreiber Mexico, SA de CV is a customer-brand leader in cream cheese, natural cheese, process cheese, shelf-stable beverages and yogurt. Schreiber Mexico, SA de CV support CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS. The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of cream cheese, natural cheese, process cheese, shelf-stable beverages and yogurt from Chicago to Silao & 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. Schreiber Mexico, SA de CV 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, Schreiber Mexico, SA de CV 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.

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

Sincerely,

Mauricio F.

Managing Director
cc: Parties of Record



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

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

Dear Ms. Brown:

Shafer Commodities Limited is a supplier of ingredients to the pet food, aquaculture, poultry and dairy industries. We have shipped many cars of wheat and barley from the Dawson Creek region of British Columbia. We ship canola meal from various destinations in Canada. We ship corn and soybean meal from the Mid-West to the Fraser Valley and Okanagan

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

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

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

The combined company's single-owner, single-operator service would enhance our ability to expand our supplier and customer base.

Shafer Commodities 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.

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

Sincerely,

A handwritten signature in black ink, appearing to read 'Byron Stefiuk', written over the word 'Sincerely,'.

Byron Stefiuk
Owner and Marketer



STUDENTS ON ICE
FOUNDATION • FONDATION

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

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

Dear Ms. Brown:

The Students on Ice Foundation worked closely with CN in shipping our incredibly important expedition gear back to Gatineau, Quebec. CN was incredibly accommodating in working within our everchanging timelines. CN provided an easy and simple process for us and allowed us to focus on our major projects. It was a pleasure working with CN.

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

The Students on Ice Foundation also unequivocally 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.

The Students on Ice Foundation is proud of our three 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,

Henk van der Molen
Chief Operating Officer

Natural Heritage Campus | 1740 Ch. Pink | Gatineau, Quebec, Canada J9J 3N7

t 819-827-3300 | tf 1-866-336-6423 | f 819-827-9951

www.studentsonice.com

DISCOVER • UNDERSTAND • CONNECT • INSPIRE • CHANGE



STUDENTS ON ICE
FOUNDATION • FONDATION

cc: Parties of Record

Natural Heritage Campus | 1740 Ch. Pink | Gatineau, Quebec, Canada J9J 3N7

t 819-827-3300 | **tf** 1-866-336-6423 | **f** 819-827-9951

www.studentsonice.com

DISCOVER • UNDERSTAND • CONNECT • INSPIRE • CHANGE



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

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

Dear Ms. Brown:

Textiles León is a world-class company committed to offering the right solution for each of the needs of our global clients, with an optimal level of research, development, service and advice, creating a synergy of growth together and in all the scopes.

Textiles León 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.

Textiles León, is a world-renowned company that offers tailor-made solutions, with a high capacity to respond to market needs. We are committed to the environment through actions that prevent pollution in our activities and processes, in addition to the continuous improvement of our management of it, complying with the applicable environmental legislation, as well as some voluntary requirements that help us to:

- Promote the culture of water care.
- Minimize the consumption of paper and encourage forest conservation.
- Minimize the generation of waste and control it.
- Promote good practices in energy consumption.
- Utilize rail service solutions as our logistics transportation mode with CN / KCS will help ensure our commitment.

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

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

Textiles León 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, **Textiles León** 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.

Textiles León 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,

Ana Luisa Delgado M
Marketing & Commercial Direction

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:

Therault & Hachey Peat Moss Ltd. (T&H) is a direct and indirect CN customer. We use CN's intermodal service to ship to Ontario and Michigan. In addition, we use CN's container shuttle from Moncton to Halifax. For the products it currently offers, we are satisfied with the service and availability of volume. We have been using CN for decades and even still have a photo of our founder (my grand-father) and a CN sales representative during his time as operator.

T&H supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

Our company needs more options to access customers in Western USA and Mexico. We believe that a CN/KCS intermodal service would be a great option to serve these markets from Atlantic Canada.

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 peat moss from Baie-Sainte-Anne, NB to Toluca, 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. Theriault & Hachey Peat Moss Ltd. unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons STB provided in making its decision, we believe CN's voting trust should also receive approval. This outcome will allow KCS and its shareholders to make a fair, informed decision when choosing between the competing offers.

T&H 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,



Jody Williston
VP Sales & Logistics

cc: Parties of Record



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

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

Dear Ms. Brown:

Through Kansas City Southern de México (KCSM), in TIM we manage maintenance and repair services for intermodal equipment of different carriers at the KCSM network.

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

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

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

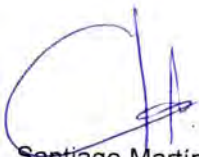
Oficinas Corporativas
San Lorenzo No. 153
Piso 10 Desp. 1006
Col. Del Valle
C.P. 03100
Ciudad de México



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

TIM 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,



Santiago Martínez
General Manager
TIM

cc: Files

Oficinas Corporativas
San Lorenzo No. 153
Piso 10 Desp. 1006
Col. Del Valle
C.P. 03100
Ciudad de México



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

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

Dear Ms. Brown:

Tri Province Enterprises (1984) Ltd. Utilizes CN's services for shipping multiple railcars of scrap steel. The CN team has a track record of successful and flawless mergers over the last 30 years.

Tri Province Enterprises (1984) Ltd. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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

CN's commitment to work with other class 1s to keep existing gateways open, including Kansas City, and collaborate to grow volume will enhance competition.

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

For example:

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

- 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.

Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Tri Province Enterprises (1984) 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, Tri Province Enterprises (1984) 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.

Tri Province Enterprises (1984) Ltd. 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 'R. Nowlan', with a long horizontal flourish extending to the right.

Robert Nowlan
V.P. Operations

cc: Parties of Record



June 17, 2021

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

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

Dear Ms. Brown:

Truper, S.A. de C.V. is moving many containers from Mexican ports to Truper's facility with goods that are distributed in Mexico and exported to many countries worldwide.

Truper, 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.

Using rail service helps to transport an important number of containers at once at a very convenient cost, transit time in comparison with road transport it is a good transit time that combining both transport ways can perfectly be handled into our supply chain processes.

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 hand and electrical tools from Lazaro Cardenas, Michoacan Port to Jilotepec, México.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.
- Cost saving

TRUPER, S.A. de C.V.

Lago Alberto 442
Torre A Piso 9
Col. Anáhuac 1ra Secc.
Tel (525) 53713500
Fax (525) 53713515



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

Truper, 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 blue ink, appearing to read 'Juan Manuel Garcia', with a stylized flourish extending to the right.

Juan Manuel Garcia
Foreign Trade Director

cc: Parties of Record

TRUPER, S.A. de C.V.

Lago Alberto 442
Torre A Piso 9
Col. Anáhuac 1ra Secc.
Tel (525) 53713500
Fax (525) 53713515

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

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

Dear Ms. Brown:

Wilson's is a customer of CN based in Atlantic Canada. We have worked with CN to ship LPG from throughout Canada and the USA into our yards in Moncton and Halifax. They have been an essential partner in our business and have assisted us in obtaining and constructing our facilities as well as providing timely shipment of product for approximately 20 years.

Wilson's 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 and freeing up capacity for West-East traffic.

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 we hope 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 LPG from Western and Southern markets to Atlantic Canada.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

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

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

Sincerely,

A handwritten signature in black ink, appearing to read "Ian Wilson".

Ian Wilson, President
Wilson Fuel Co. Limited



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

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

Dear Ms. Brown:

Xolal Construcciones is a construction company with representation of various us construction materials importing via railroad cargo to our offices in Monterrey, Mexico from various states of USA including Texas, North Carolina, Wisconsin and Illinois.

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

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

Our current needs for product transportation consolidated cargo, from our materials providers in the USA to our patio in Monterrey.

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 Construction Materials from Chicago, Illinois, Charlotte, NC and Dallas, Tx to Monterrey, Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

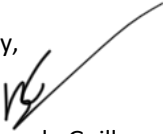
Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Xolal Construcciones unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair,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

Xolal Construcciones 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,



Ing. Bernardo Guillermo Vivanco Sada
CEO

cc: Parties of Record



Agunsa L&D, S. A. DE C. V.
Paseo de las Palmas 751 - 801
Col. Lomas de Chapultepec
11000 México D. F.
Tel: (55) 5282-5837
www.agunsa.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:

AGUNSA L&D SA DE CV is the general agent for WAN HAI LINES LTD in Mexico as business partners since 2012 in the cargo maritime containers and its transportation by rail with Kansas City Southern.

[AGUNSA L&D 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.

WAN HAI LINES LTD and its representative AGUNSA L&D SA DE CV in Mexico, derived from the business profile related to the logistics for the transportation of maritime containers by rail, the railroad services offered by /Kansas City Southern are continuously requested, as well as of maneuvers in the different intermodal terminals of which they are administrators.

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 WAN HAI LINES LTD from Lazaro Cardenas to Monterrey, Mexico City, Toluca and San Luis Potosi.
- 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. AGUNSA L&D SA DE CV as agent for WAN HAI LINES LTD in 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.

AGUNSA L&D SA DE CV as agent for WAN HAI LINES LTD in 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,



Rodrio Pérez Ruz
GENERAL DIRECTOR

AGUNSA L&D SA DE CV as Agents of WAN HAI LINES LTD.



ALFREDO DE LEON Y CIA, S.C

Agencia Aduanal

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

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

Dear Ms. Brown:

Alfredo de León y Cía, SC have more than 5 years of commercial relationship with KCS to meet the needs of importing to Mexico of various consumer goods, among which are seeds for human consumption, we have had to date a friendly relationship, always receiving excellent service, during this time of our business relationship, have always attended our needs, which reflects the satisfaction of our customers.

Alfredo de León y Cía, SC 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.

Mina No.3724 Col. Centro Nuevo Laredo, Tamp. Tel. (867) 7113737
alfredo@alfredodeleon.com
www.AlfredoDeLeon.com



ALFREDO DE LEON Y CIA, S.C

Agencia Aduanal

The need for our company to use the services of KCS are, as we have described above, in relation to the needs of our customers, however, the relationship of follow up to the cargo and arrival at destination is by our company, and we have always received prompt and attentive response from KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful 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 USA to MEXICO.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.
- To avoid delays due to interchange of routes and to be able to obtain solutions with only one company.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. **Alfredo de León y Cía, SC** 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.

Alfredo de León y Cía, SC 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.



ALFREDO DE LEON Y CIA, S.C

Agencia Aduanal

Sincerely,



Alfredo M. de León Montemayor
General Director



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

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

Dear Ms. Brown:

ARCELORMITTAL TUBULAR PRODUCTS MONTERREY, S.A. DE C.V. is satisfied with the performance that has been achieved during the years working with CN.

ARCELORMITTAL TUBULAR PRODUCTS MONTERREY, 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.

ARCELORMITTAL TUBULAR PRODUCTS MONTERREY, S.A. DE C.V. has seen in recent years that the need to streamline rail transport has been growing, so we believe that this merger will help make this happen.

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 Canada to Monterrey, Mexico.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.
- We believe that this change will help to get more traceability from our shipments.
-


ArcelorMittal

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

ARCELORMITTAL TUBULAR PRODUCTS MONTERREY, S.A. DE C.V. 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,



Hilda de la Garza

Materials & Logistics Manager

ARCELORMITTAL TUBULAR PRODUCTS MONTERREY, S.A. DE C.V.

cc: Parties of Record

ARI-DG/CP-013/2021.
Mexico City, 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



ARQUITECTURA E INGENIERIA, S. A. DE C. V.
ARQUITECTURA E INGENIERIA, S. A. DE C. V.

Edgar Altamirano

Cell: 55 55 55 55

Del. Miguel Alemán

C.P. 11560 México

Tel. 01 (55) 984 1111

ARI

jrobles@grupari.com.mx

grupari.com.mx

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

Dear Ms. Brown:

ARI Arquitectura e Ingeniería, S. A. de C. V. has been working with KCSM for the last 10 years, developing tracks construction supervision, as well as some other kind of construction supervision like road pavements, office buildings, etc.

ARI Arquitectura e Ingeniería, 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. [COMPANY NAME] 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.

[COMPANY NAME] 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. Javier L. Robles L.
Chief Executive Officer.



GRUPO ARI

Edgar Allan Robles

Chief Executive Officer

Del. Miguel Ángel

C.P. 11560 Mexico City

Tel. 01 (55) 5541 1111

502 00 0000

cc: Parties of Record

jrobles@grupari.com.mx

grupari.com.mx



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:

AS Trucking is really satisfied with the on time service that we received by KCSM, and all the customer service team. We really appreciate the support of marketing during the launch of our operations as IMC.

AS Trucking 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.

Currently our containers used railroads from Salinas Victoria, N. L. to Alliance Tx, a short term we would like to expand our routes.

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 Mondelez from Salinas Victoria.
- 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. AS Trucking 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.

AS Trucking 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 'AG' or similar initials.

Abraham Garza
Director



www.astrucking.net



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

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

Dear Ms. Brown:

Borderless Consulting Group, is a logistic supplier that works directly with the KCS railroad network between Mexico, United States and Canada.

Borderless Consulting Group 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. **Borderless** 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.

Borderless Consulting Group 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 "Fernando Ramos Casas".

Fernando Ramos Casas
Borderless Consulting Group SA de CV
President and CEO

cc: Parties of Record



**BRIDGEFARMER &
ASSOCIATES, INC.**

Dallas Headquarters:

2350 Valley View Lane, 6th Floor
Dallas, TX 75234

Offices in: Austin, TX • Houston, TX • Denver, CO • Little Rock, AR • Atlanta, GA

June 15, 2021

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

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

Dear Ms. Brown,

Bridgefarmer & Associates, Inc. has provided Engineering Services to the Canadian National Railway Company since 1976.

Bridgefarmer & Associates, 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. Bridgefarmer & Associates, 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.

Toll Free: 1.855.222.4845 | Offices: 972.231.8800 | Fax: 972.231.5900 | www.bridgefarmer.com | THUNDERING HERD



**BRIDGEFARMER &
ASSOCIATES, INC.**

Dallas Headquarters:

2350 Valley View Lane, 6th Floor
Dallas, TX 75234

Offices in: Austin, TX • Houston, TX • Denver, CO • Little Rock, AR • Atlanta, GA

Bridgefarmer & Associates, 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.

Very truly yours,

BRIDGEFARMER & ASSOCIATES, INC.

M. Mansoor Ahsan, P.E.
Chief Executive Officer

MMA: ma



California Trucking Company 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:

California Trucking Company LLC is a logistics company (IMC) which handles intermodal shipments, door to door and multimodal.

California Trucking Company 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.

Also, CTC has a drayage division that handles intermodal services, thus 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 from Mexico to the US and vice versa.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.
- It would provide different service options from Mexico to Canada.



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

California Trucking Company 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,

Alfredo Postlethwaite
CEO

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:

Cargodec MX SC, we have a past employment relationship of more than a year with our fuel imports from San Antonio to the City of Querétaro, Mexico.

Cargodec MX SC 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 aware that it is of the utmost importance to have more transport possibilities in order to offer our clients greater openness and availability of routes.

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 fuel from San Antonio to Cd. de Queretaro.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.
- To be able to offer our clients a wider service network with a single operator.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Cargodec MX SC unequivocally supports approval of Canadian National's voting trust. Canadian National proposes the same voting trust structure as Canadian Pacific, which



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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.

Cargodec MX SC 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,

Cargodec, MX SC
A.A. Alfonso José Rojas González de Castilla
RFC: ROGA640401NC8

P.P. Daniel Ramírez García
RFC: RAGD780823HH6
MANDATARIO

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:

Comercial Ordizia S.A. de C.V. is a company that its focused in provide multiple solutions such as machined parts, a national distribution of hoses and several distributions for multiple goods and have a business relationship with KCS since 2008.

Comercial Ordizia 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.

COMERCIAL ORDIZIA SA DE CV

www.tobyman.mx

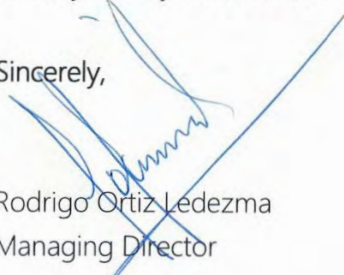
Felipe Guerra Castro # 3522 Col. Niño Artillero, Mty, N. L. Tels.- 8183319004 / 8183310589



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

Comercial Ordizia 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,



Rodrigo Ortiz Ledezma
Managing Director

cc: Parties of Record

COMERCIAL ORDIZIA SA DE CV

www.tobyman.mx

Felipe Guerra Castro # 3522 Col. Niño Artillero, Mty, N. L. Tels.- 8183319004 / 8183310589



Cynthia T. Brown

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

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

Dear Ms. Brown:

Consorcio INTERCOM "INTERCOM" and its subsidiaries PDN Servicios Ferroviarios "PDNSF" and "PQ Terminal "PQT" is a privately held rail terminal developer and operator within the KCSM rail network in Mexico. We have been working hand-on-hand with KCS and KCSM during the last 15 years developing, operating and providing switching services in public rail terminals in Mexico, namely, in the States of Nuevo Leon (Puerta del Norte), Estado de Mexico (Puerta Mexico) and in the State of Queretaro (PQ Terminal) using our own yard locomotives and employees to provide a turn-key service to our customers. Our experience with KCS and their executives has always been a respectful one relying on the experience of their executives and employees to provide our mutual customers with world class rail and terminal services. Our main priority is to always look to better serve our customers with transparency, competitive prices and outstanding customer service.

"INTERCOM", "PDNSF" and "PQT" supports the combination of Canadian National and Kansas City Southern. While using both rail operators independently, we believe the merger of both company's operations will perfectly align and will create faster, safer, cleaner, and more direct service. This merger aligns and follows the beliefs and economic potential of the USMCA signed between the Governments of Canada, The United States of America and Mexico.

We believe that a combination of Canadian National and Kansas City Southern would help us tremendously to integrate the rail services for our customers seamlessly between three countries. 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.

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 to our knowledge, is not otherwise available elsewhere in the globe.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. "INTERCOM", "PDNSF" and "PQT" 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.

"INTERCOM", "PDNSF" and "PQT" is confident in and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons as stated above. We are eager to witness the creation of an integrated and seamless rail transportation network in North America

Sincerely,

Javier A. Soriano
Consorcio INTERCOM S.A. de C.V
PDN Servicios Ferroviarios
PQ Terminal





Construcciones Ferroviarias del Golfo, 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 Ferroviarias del Golfo SA de CV is a company with 30 years of experience in the discharge of various materials such as coal, salt, polyethylene, steel, etc. We have worked with Kansas City Southern during these 30 years, always helping to improve our facilities and helping to have continuous work and in the best way.

Construcciones Ferroviarias del Golfo 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.

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 coal from salt to steel.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.



Construcciones Ferroviarias del Golfo, S.A. de C.V.

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 Ferroviarias del Golfo 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.

Construcciones Ferroviarias del Golfo 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,

Maria Ana Hernández Cabello
General director

cc: Parties of Record



“Servicio Integral Ferroviario”

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

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

Dear Ms. Brown:

DLG INDUSTRIAS SA DE CV is KCSM's supplier since 1997, we repair freight cars and do track construction.

DLG INDUSTRIAS 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.

DLG Industrias SA de CV
Carretera Miguel Alemán Km. 27.5 Entronque Antigua Estación de FFCC
Pesquería N.L. C.P. 66650 Mexico
81 8196 4200 Fax 818196 4206

DS
BGS



“Servicio Integral Ferroviario”

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

DLG INDUSTRIAS 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,

DocuSigned by:

44D1B3C98D3044C...

Benjamin de la Garza
Comercial Director

cc: Parties of Record

DLG Industrias SA de CV
Carretera Miguel Alemán Km. 27.5 Entronque Antigua Estación de FFCC
Pesquería N.L. C.P. 66650 Mexico
81 8196 4200 Fax 818196 4206



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

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

Dear Ms. Brown:

Electrogaza' S.A. De C.V. is an Electrical Engineering services company with a high degree of professionalism and safety, among the services we offer are: substations, medium voltage lines, ground systems, solar panels, etc., the labor relationship started from September 2018.

Electrogaza' 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. Electrogaza' 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.

Electrogaza' 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. Gabriel Garcia Juarez,
CEO.

cc: Parties of Record

SAMPLE /
DRAFT



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

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

Dear Ms. Brown:

FASTCO INC. is a Freight Forwarder Company we have relationship with Kansas City Southern since too many years ago, we are satisfied with service to all our customers moving tanks and containers.

FASTCO 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 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 expect to have more efficiency with transportation, we are having delays for containers and tanks using other modes of transportation and the use of Canadian National/Kansas City Southern can help.

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 our customers from KANSAS 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. FASTCO 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.

FASTCO 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,



JAVIER REYES RETANA
GENERAL MGR/OWNER

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:

Flex Box is in working relation with Kansas City Southern. We are very satisfied with the service they provide us and we have a great relationship.

Flex Box 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.

Kansas City Southern move our empty containers within the country Mexico. And sometimes from United States to Mexico.

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

FLEX-BOX

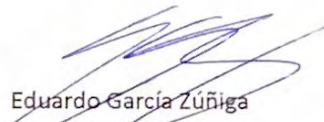
For example:

- 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 because we work in the 3 countries (Canada, USA and Mexico) and we could, with a single contact, move our containers according to the client's needs.
- 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. Flex Box 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.

Flex Box 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 García Zúñiga
General Manager

cc: Parties of Record

FUCHS LUBRICANTS 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:

FUCHS Lubricants Co is a partner to CN. We provide specialty lubricants and services to CN during my entire 8-year tenure. We provide product directly to CN and also through LB Foster.

FUCHS Lubricants Co 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.



Corporate Office
17050 Lathrop Avenue
Harvey, Illinois 60426
Telephone (708) 333-8900
Fax (708) 333-9180



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. FUCHS Lubricants Co 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.

FUCHS Lubricants Co 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,

Austin C Bender
Business Development Manager
Sales Engineer
ICML MLT I

FUCHS LUBRICANTS CO.
Fuchs Lubricants Co.
1705 Lathrop Avenue
Harvey, IL 60426
Mobile: 205.617.6121
Austin.Bender@fuchs.com
www.fuchs.com, www.fuchs.com/lubritech/en/

Gilkes, Inc.

Tel: +1 281 554 2335

Fax: +1 281 554 6577

471 Columbia Memorial Parkway • Kemah • Texas • 77565 • USA

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

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

Dear Ms. Brown:

Gilkes Inc. remanufactures Gilkes water pumps for Kansas City Southern Railway.

Gilkes 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. Gilkes 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.

Gilkes 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,

Felicia Huerta

Felicia Huerta
Accounts 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 Trimex, S.A. de C.V., is a customer of Kansas City Southern de México 25 years ago with excellent service, efficiency and quality to the main supply of our industry.

Grupo Trimex 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 necessity of railroad as primary transportation is above 80%. The rest is vessel and trucks. Kansas City Southern de México serves our main facilities using connections to get our supplies from the American and Canadian origins.

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:

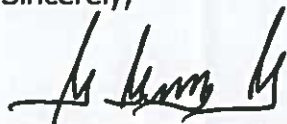
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of wheat from Canada and USA to Mexico.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.
- This merge will create great benefits to Grupo Trimex connecting Canada and México to the wheat of high protein. Looking for better costs and transit time than vessel. So creating new business between KCSM/CN and Grupo Trimex.

1.

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 Trimex 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 Trimex 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 Gómez y Gómez
Legal Representative
Grupo Trimex, S.A. de C.V.

cc: Parties of Record



Fábrica de Harinas Elizondo S.A. de C.V.

Ferrocarril de Cuernavaca No. 887
Col. Irrigación C.P. 11500 México D.F.

Tel.: (55) 2122 6080

www.harinaselizondo.com

CDMX, June 9th 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:

Harinas Elizondo is a wheat flour company in Mexico City, we are a sizable user of the KCSI services. We supply our company with wheat grown and shipped in the US Central Plains and also a considerable volume directly from Canada Wheat Belt. We move more than 600,000 mt of wheat (more than 6,000 bulk hopper railcars) per year from US and Canada into Mexico.

Harinas Elizondo 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

Harinas Elizondo supplies most of our wheat from US and Canada by bulk hopper rail cars that in the past years have been the most competitive and efficient option to get the grain into our terminals in Mexico. The proliferation

of shuttle train terminal in the US as well as in Canada and Mexico will bring major opportunities the get an integrated service in the Canada-US-Mexico axis

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

Harinas Elizondo, 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.

Harinas Elizondo is confident that the acquisition of KCSI by Canadian National will bring a bigger and stronger competitor into the freight rail market into the next years.

Sincerely



José A. Iriso
COO



Mantenimiento y Refrigeración Industrial

Sr. Henry Monsivais Sandoval
Tel Cel.- 811-795-1783

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

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

Dear Ms. Brown:

Henry Monsivais S. is Maintenance and repair of central climates, Chillers, water handlers, cooling towers, electrical services, minisplit

Henry Monsivais S. 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.

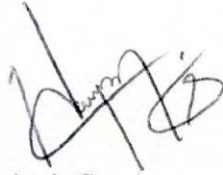
Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders.

Henry Monsivais S. 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.

Henry Monsivais S. 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 be 'H. Monsivais S.', written over a horizontal line.

Henry Monsivais S.
Mantenimiento y Refrigeracion Industrial

cc: Parties of Record



First in Communications

June 22, 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:

Icom America Inc. has been a two-way radio solutions provider of quality ICOM products and services to Canadian National since 2009.

Icom America 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. Icom America 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 shareholders to make a fair and informed decision on combining with Canadian National.

Icom America 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,
ICOM AMERICA INC.

Rodney Grim

Rodney Grim
Senior Manager

RG/kep

cc: Chris Collins, KCS; Mike Utecht, RF Marketing



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

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

Dear Ms. Brown:

IEMS AMERICAS, S.C. is a full-service environmental, health and safety engineering and consulting company that has been in Mexico for over 25 years. IEMS provides industry with an extensive range of environmental and health & safety services (EHS) throughout Mexico and Latin America. With our experienced group of engineers and specialists, IEMS can offer all the environmental and health & safety services required by you and our other clients. This includes due diligence and compliance auditing, permitting, media (air, water, and waste) sampling and waste management, air and wastewater system design and installation, investigation and remediation of soils and ground water, worker health & safety programs, as well as training programs, etc.

IEMS AMERICAS, S.C. stays true to its goal of providing high quality EHS consulting and engineering services at a competitive price. Our company is composed of senior-level personnel who can meet our clients' needs on complex as well as straightforward EHS problems. We have the necessary registrations, certifications, and accreditations to provide a wide range of EHS services.

As a supplier to the railway industry, IEMS understands the CN-KCS merger will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be beneficial to the economy of all three countries.

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. **IEMS AMERICAS, 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.

IEMSAMERICAS, S.C. 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,



HUGO MENDIOLA GALLARDO
Commercial 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:

Industrias SCR, S.A. de C.V. is a Mexican Company, located in Monterrey, Nuevo Leon, and founded in the year 2004 that has been serving Kansas City Southern since 2010, with metal processing and fabrication, that includes Stainless Steel Booths for railroad signs, Railroad signal ladders, Porch Structures, etc

Industrias SCR, 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.

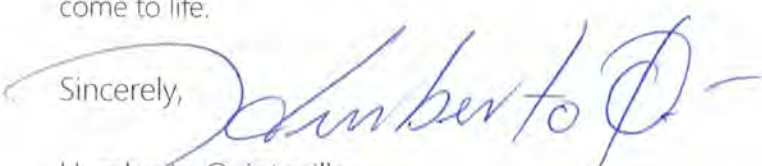
CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

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. Industrias SCR, 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.

Industrias SCR, 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,


Humberto Quintanilla
Industrias SCR S.A de C.V

+52 81 1809 2640 (Cellphone & WhatsApp) / +52 81 8376 3577 Ext 104 (Office Desk)
www.industriasscr.com

cc: Parties of Record



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

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

Dear Ms. Brown:

[INGENIERIA Y SERVICIOS FERROVIARIOS, S.A. de c.v.] is [Since 2005, Ingenieria y Servicios Ferroviarios SA de CV has been working on railroad maintenance, railroad engineering, railroad construction, maintenance of railroad machinery, and topographic surveys. Always delivering the best of our work and hoping for our work to be liked by the company..]

INGENIERIA Y SERVICIOS FERROVIARIOS, 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.

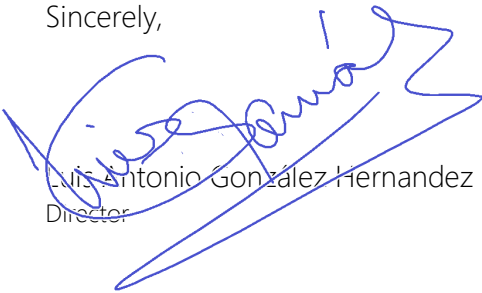
We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. [Ingenieria y Servicios Ferroviarios, 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.

Ingenieria y Servicios Ferroviarios, 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 blue ink, appearing to read "Luis Antonio González Hernández", is written over a printed name and title. The signature is stylized and fluid.

Luis Antonio González Hernández
Director

cc: Parties of Record

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

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

Dear Ms. Brown:

Interdom LLC is the intermodal marketing business unit of Odyssey Logistics & Technology Corporation. We use the Canadian National and Kansas City Southern for our intermodal shipments within Canada and various U.S. inland locations. We view both Canadian National and Kansas City Southern as strategic intermodal partners.

Interdom 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.

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:

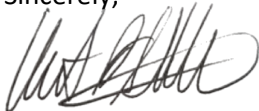
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of FAK & liquid bulk in various Canada and United States markets.

- 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. Interdom 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.

Interdom 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 "Ken Stratton".

Ken Stratton
President

cc: Parties of Record



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

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

Dear Ms. Brown:

Internacional Regiomontana de Acero, S.A. de C.V. (IRASA) is very interested in the transaction between KCSM and CN as the major part of our clients are gas lpg companies and their products come from Alberta to Monterrey, Mexico so to have only one train in all the route will be easier to track, better timing and better price, right now we have a very strong relationship with KCSM and we are very satisfied with the service

IRASA 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.

IRASA receives around 500 to 600 cars per months of with the 70% of them start their trip/route from Calgary, Alberta or near this area as we receive cars load with gas lpg so for us is useful and we have certainty that the fusion of CN and KCS/KCSM will bring better opportunities and benefits to our business.

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 gas lpg from Alberta to Monterrey.
- 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. IRASA 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.

IRASA 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,

Alethia Avendaño
Administrator



International Electronic Machines Corporation

Transportation Safety and Security for the 21st Century

Transportation
Electronics

Industrial Automation
and Controls

Custom Research and
Development

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

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

Dear Ms. Brown:

International Electronic Machines is a supplier of railway safety equipment to CN since IEM's inception. As a matter of fact, CN was the first adopter of the IEM's advanced technology in 1990, more than 30 years ago.

International Electronic Machines 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. International Electronic Machines 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.



International Electronic Machines Corporation

Transportation Safety and Security for the 21st Century

Transportation
Electronics

Industrial Automation
and Controls

Custom Research and
Development

International Electronic Machines 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. Please feel free to reach out to me if you have any comments or questions. My cell number is (518) 487-0780.

Sincerely,

Zack Mian
CEO

International Electronic Machines
850 River Street
Troy, NY 12180

cc: Parties of Record

Jack Spring
ELECTRICAL CONTRACTORS, INC.

6307 LINWOOD AVENUE
P.O. BOX 3115
SHREVEPORT, LOUISIANA 71133-3115
318-865-6225 FAX: 318-865-6223
LOUISIANA CONTRACTORS LICENSE #32574

June 15, 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:

Jack Spring Electrical Contractors, Inc. based in Shreveport, Louisiana, has been supplying Electrical Services to the Kansas City Southern Railway Company since 1997. We work mainly in the Shreveport, Louisiana Yard and other KCS Yards in Louisiana, but have also worked for KCS in Texas, Arkansas, and Mississippi. Our Company has teamed with KCS to perform numerous projects at their locations including Overhead Electrical Construction, Underground Electrical Construction, Yard Lighting, and Electrical Upgrades of Buildings and Offices.

Jack Spring Electrical Contractors, Inc. is fully supportive of the Canadian National Railway Company and Kansas City Southern Railway Company Alliance because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

From a Supplier viewpoint, the Alliance between these two Railroad Companies will enhance opportunities between the United States of America, Canada, and Mexico. We feel this Alliance will be beneficial to the growth of trade and growth of investment in the rail network which will be beneficial to us and also the overall economy. Also, an additional benefit will be the possibility of being able to convert truck freight to rail traffic.

Canadian National's successful track record of combination through the years will provide assurance that Canadian National will effectively and seamlessly be able to integrate and partner with Kansas City Southern. We see the combination as only beneficial. We do not anticipate any negative impacts to our Company, the environment or market competition.

We feel that primary to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Jack Spring Electrical Contractors, Inc. unequivocally supports approval of Canadian National's voting trust. Canadian National proposed the same voting trust structure as Canadian Pacific, which the Board recently approved with modification. For the reasons the Surface Transportation Board provided in making its decision, we believe Canadian National's voting trust should also receive approval. This outcome will allow the shareholders of Kansas City Southern to make a fair and informed decision on combining with Canadian National Railway Company.

Jack Spring Electrical Contractors, Inc. 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,

JACK SPRING ELECTRICAL CONTRACTORS, INC.


Jack P. Spring, Jr.
President

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:

JAX Engineering, Inc. provides engineering and construction management services for the Kansas City Southern Railway Company and KCS de Mexico. We have been under contract with KCS since May of 2018.

JAX Engineering 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 believe we will be a direct benefactor of this combination as trade with Mexico and Canada will create growth in rail transportation and subsequently, opportunities for JAX Engineering to provide engineering and construction management services.

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. JAX Engineering 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.

Lastly, we believe the combination of the CN and the KCS, which inevitably increases trade and commerce in the western hemisphere, greatly improves US national security. It brings manufacturing back to the western hemisphere and away from the far east and China. It provides an engine for economic growth for critical allies and reduces our strategic reliance on the US' greatest adversary.

JAX Engineering 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 "Jack A. Otteson". The signature is fluid and cursive, with a prominent "J" and "O".

Jack A. Otteson, PE
President,
JAX Engineering, Inc.

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

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

Dear Ms. Brown:

JORGE MORTON GOMEZ has been working with KCS since 2014, providing heavy duty machinery rentals and specialized services in Monterrey, NL.

JORGE MORTON GOMEZ 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.

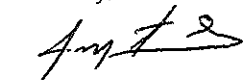
CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

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. JORGE MORTON GOMEZ 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.

JORGE MORTON GOMEZ 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,



Jorge Morton Gomez
Director

cc: Parties of Record

José Luis Valle Canales

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

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

Dear Ms. Brown:

José Luis Valle Canales is a spare parts supplier for KCS since January 2011, being an important spare parts supplier for automotive (gas and diesel) and hydraulic equipment.

José Luis Valle Canales 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. José Luis Valle Canales 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.

José Luis Valle Canales 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,



José Luis Valle Canales
Comercial De Refacciones



2025 Mercer Road • Lexington, Kentucky 40511-1018 • (859) 255-5001 • FAX (859) 255-6656
www.lexairinc.com

TO:

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

FR:

John W. Jennings
Lexair, Inc.

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

Dear Ms. Brown:

Lexair, Inc. is a supplier of Railcar Valves to both the CN Railway and KCS Railway. We have had a long-standing relationship with both organizations

Lexair, 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 being 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. Lexair, Inc. unequivocally supports approval of Canadian



2025 Mercer Road • Lexington, Kentucky 40511-1018 • (859) 255-5001 • FAX (859) 255-6656
www.lexairinc.com

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.

Lexair, 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,

John W. Jennings

John W. Jennings
V.P. of Sales and Marketing
Lexair, Inc.



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

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

Dear Ms. Brown:

Lumietri de México has been a supplier for Kansas City Southern de Mexico since 1997, delivering a vast diversity of products such as lubrication solutions, resins for tie remediation and signaling systems among others.

Lumietri de México 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. Lumietri de 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.

Lumietri de México 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,

Luis Valdés
Legal Representative
Lumietri de Mexico

cc: Parties of Record



M3G CONSULTORES, S.C.

Nuestro compromiso es su tranquilidad

Cynthia T. Brown

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

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

Dear Ms. Brown:

M3G Consultores S.C. is a consulting company specialized on Safety and Organizational Health located in Mexico. We have been a supplier to Kansas City Southern of México SA de CV (KCSM) since 2009, our services to KCSM are the following: Implement systems, diagnostics, work programs and design procedures to ensure company's regulatory compliance in safety and organizational health matters; Staff training and technical procedures videos elaboration; Support and follow up to Government inspections in safety and organizational health matters; Distribute Personal Protective Equipment and Covid-19 protection supplies to all the KCSM stations.

M3G Consultores S.C. 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.



M3G CONSULTORES, S.C.

Nuestro compromiso es su tranquilidad

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. M3G Consultores 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.

M3G Consultores S.C 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,

German MIRELES CONTRERAS

Owner & CEO

M3G Consultores S.C.

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:

Mainline Services, LLC is a railroad contractor who provides emergency and nonemergency support services for the Class 1 railroad's mechanical and engineering departments. These services are provided and performed with specialized equipment and manpower and range from derailment/post derailment work, to installing No. 24 turnouts under strict curfews.

Mainline Services 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. Mainline Services 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.

Mainline Services 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 that reads "Jared Hill".

Jared Hill
President

cc: Parties of Record



Manufacturas
QUEZHER

Jacob Quezada Hernández
Director General
Manufacturas Quezher S de RL de CV
Calle Segunda Sur N° 6 Col. Independencia
Tultitlan Estado de México, CP 54914
Contacto: 55 2239 3717
www.manquezher.com.mx

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's 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. Collins:

Manufacturas Quezher is a company that provides products and services, such as: Manufacturing, engineering, paving, structure and everything related to the railway, oil, automotive, construction industries, etc., complying with the norms and quality standards that our clients require.

We also mention the customer-supplier relationship, dated December 05, 2019, the start of operations with KCSM, for which we hope to continue maintaining the support and trust of our customers.

Manufacturas Quezher supports the merger of Canadian National and Kansas City Southern because of the superior benefits that a CN-KCS railroad would have by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this merger will be strategic, as it will support the growth of trade between Mexico, the United States and Canada and the growth of investment in the railway network, which will be beneficial for us and also for the economy in general.

We also support the positive impact on our environment by converting freight transport by truck to rail.

Manufacturas Quezher S.R.L. DE C.V.

► MANUFACTURA ► MANTENIMIENTO ► ESTRUCTURA ► PAILERÍA

☎ (55) 2239 3717 ☐ (55) 2911 5846

www.manquezher.com.mx

ventas@manquezher.com.mx

maquinariaquezada77@yahoo.com.mx

manquezher77@yahoo.com.mx

Calle Segunda Sur No. 6. Col. Independencia. Tultitlán. Edo. de México

CN's successful merger history over the past 25 years also provides assurance that CN will be able to integrate and partner with KCS effectively and seamlessly.

We believe that the merger will have commercial benefits, we do not forecast any negative impact on our company, the environment or market competition.

Central to Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits the shareholders of Kansas City Southern. Manufacturas Quezher unequivocally supports the approval of the Canadian National 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 that the Canadian National voting trust should also receive approval. This outcome will allow Kansas City Southern shareholders to make a fair and informed decision regarding the merger with Canadian National.

Manufacturas Quezher trusts and strongly supports Canadian National's proposed acquisition of Kansas City Southern for all of the reasons mentioned above. We look forward to seeing the first train of the 21st century come to life.



Jacob Quezada Hernández
Director General



Martha Reyes & Cía. S.C.
AGENCIA ADUANAL

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

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

Dear Ms. Brown:

Martha Reyes y Cia S.C. is there is a working relationship and satisfaction of service

Martha Reyes y Cia 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 main need is in more rail lines and more cars, since if the traffic is very slow

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 POLYSTYREN from New Orleans L A to Tula Hidalgo.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.
- Possible expansion of purchases from Canada by the same route

Cd. de México
Tel. (55) 57 68-8266

Nvo. Laredo, Tams.
Tel. (867) 718-4282

Laredo, Tx.
Tel. (956) 712-2763



Martha Reyes & Cia. S.C.
AGENCIA ADUANAL

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

Martha Reyes y Cia 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,

Martha Leticia Reyes Ortega
Agente Aduanal

cc: Parties of Record

Martha Reyes & Cia. S.C.
AGENCIA ADUANAL



*** Est. 1869 ***

109 48th Street, Pittsburgh, PA 15201
O: (412) 682-4700 F: (412) 682-4725
McConway.com

AN ARCOSA COMPANY

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

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

Dear Ms. Brown:

McConway & Torley, LLC is a supplier of Railcar parts and components to Canadian National Railway. We have been supplying product to CN for 20 plus years, to both their Canadian and Domestic locations.

McConway & Torley, 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.



*** Est. 1869 ***

109 48th Street, Pittsburgh, PA 15201
O: (412) 682-4700 F: (412) 682-4725
McConway.com

AN ARCOSA COMPANY

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

McConway & Torley, 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 'Scott Mautino', is written over a large, light blue circular stamp or watermark.

Scott Mautino
Executive Vice President

cc: Parties of Record

MERIDIAN SOUTHERN RAILWAY
ADDRESS – PO BOX 190 OWEGO NY 13827
PHONE – (607) 687-2185

June 25, 2021

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

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

Dear Ms. Brown:

The Meridian Southern Railway, LLC (MDS) is a 55 mile long haul Class 3 railroad located in the State of Mississippi. MDS serves several customers in the poultry, lumber, and building products industries. We purchased MDS from the Kansas City Southern Railway (KCS) in 2000. Operations began on March 31, 2000. We connect to the KCS at Meridian, Mississippi.

MDS supports the proposed combination between the KCS and Canadian National Railway entities (Collectively, CN).

MDS supports the approval of CN request for the establishment of a Voting Trust by the Surface Transportation Board (STB) as part of the transaction which will enable KCS shareholders to reach an informed decision on the KCS and CN combination.

We look forward to the Board's approval of the CN-KCS combination.

Very truly yours,



Eric B. Lee

President & CEO



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

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

Dear Ms. Brown:

MUNDO HIDRAULICO FERRETERIA SA DE CV. is a company dedicated to an extensive kind of industry services, such as sale and maintenance to forklifts, machined parts, hydraulic equipments and many solutions for the industry workshops, and we been working together with KCS since 2015.

MUNDO HIDRAULICO FERRETERIA 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. **MUNDO HIDRAULICO FERRETERIA 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.

[COMPANY NAME] 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 ALONSO ROJAS
DIRECTOR COMERCIAL

cc: Parties of Record



**OPERADORA
OLMECA
POTOSI**



San Luis Potosi, S.L.P., Mexico, June 15, 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:

NODE PARK is Free Trade Zone in San Luis Potosi, S.L.P., Mexico which has a rail loop that has been in operation since 1984. We operated as Tubesa, receiving steel coils and shipping large diameter line pipe on rail cars. Our Free Trade Zone is unique since it has the rail loop, allowing us to provide efficient services to our clients.

Our relationship and services provided by Kansas City Southern are priceless for us, since our facilities can accommodate large quantities of merchandise, in the 380,000 sqft building that we have, including steel coils, sheet, structures, as well as machinery, paper, plastic resins, industrial parts, fuels, among many others.

NODE PARK 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.

NODE PARK and Kansas City Southern are currently working together to bring closer the United States and Mexico's plastic resins markets, using our Free Trade Zone. This operation will eventually provide a new route from the producers in the Texas basin to central Mexico and to Asia thorough Lazaro Cardenas Port in Mexico. Houston/Galveston-San Luis Potosi-Lazaro Cardenas is a closer and more efficient route for exports to the Pacific.

We strongly encourage the combination of Canadian National and Kansas City Southern because this will bring opportunities to develop, as we mentioned the plastic resins market, but also many others that actually are served by Canadian National, as the steel, minerals, forest and paper markets, that are well developed in Canada. These operations will bring the USMCA to its fullest potential, allowing the benefits to the Mexican, United States and Canadian markets, as well as to our companies and employees.

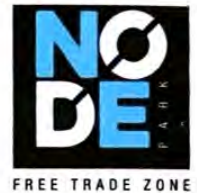
The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. We are hopeful this transaction will be able to provide the seamless transportation and service that is not otherwise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

Node Park

1



**OPERADORA
OLMECA
POTOSI**



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 Free Trade Zone customers in Mexico, in the supply of raw materials, as well as on the final product shipments, from and to the United States and Canada in the USMCA framework.
- 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. NODE PARK 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.

NODE PARK 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,

Luis G. Sanchez
Manager.

luis@node-park.com

cc: Parties of Record



ONE Ocean Network Express Shipping Mexico S.A de C.V
Paseo de la Reforma 180, Piso 19,
Col. Juárez, Del. Cuauhtémoc
C.P. 06600, Ciudad de México

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

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

Dear Ms. Brown:

ONE Ocean Network Express Shipping México, S.A. de C.V. has had a business relationship with Kansas City Southern in Mexico where the Rail service provided since April, 2018 has been satisfactory covering the routes from/to Lazaro Cardenas & Veracruz ports to/from Internal places in Mexico.

ONE Ocean Network Express Shipping México, 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 service provided by Kansas City Southern in Mexico cover the rail service for Containers from/to Lazaro Cardenas & Veracruz ports to/from Internal places in Mexico.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. 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 Asia and South America mainly via Lazaro Cardenas & Veracruz ports in Mexico to different destinations.

Paseo de la Reforma 180, Piso 19,
Col. Juárez, Del. Cuauhtémoc
C.P. 06600, Ciudad de México

OK



ONE Ocean Network Express Shipping Mexico S.A de C.V
Paseo de la Reforma 180, Piso 19,
Col. Juárez, Del. Cuauhtémoc
C.P. 06600, Ciudad de México

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

1.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. ONE Ocean Network Express Shipping México, 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.

ONE Ocean Network Express Shipping México, 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 dark ink, appearing to read "Oliver Lopez", written over a horizontal line.

Oliver Lopez

Marketing & Procurement Manager

cc: Parties of Record

Paseo de la Reforma 180, Piso 19,
Col. Juárez, Del. Cuauhtémoc
C.P. 06600, Ciudad de México



Monday June, 21st 2021
Affair: Supplier Support Of KCS and CN Combination

**SURFACE TRANSPORTATION BOARD
395 E. STREET, S.W.
WASHINGTON, DC 20434-001**

**CYNTHIA T. BROWN
CHIEF, SECTION OF ADMINISTRATION
OFFICE OF PROCEEDINGS**

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

Dear Ms. Brown:

It is a pleasure to comment to you that **OCEAN PACIFIC CONSTRUCCIONES S.A. DE C.V.** has a supplier relationship with KCS, where we provide Heavy Machinery Rents and Railways Maintenance since May 2018.

OCEAN PACIFIC 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.

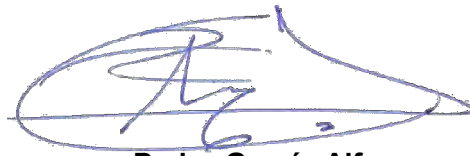
CN's successful track record of combination over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

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

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

OCEAN PACIFIC CONSTRUCCIONES S.A. DE C.V. 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,



Pedro García Alfaro
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:

I am Russell Bragg and I represent the interests of Industrias Bachoco and OK Foods, Inc., a wholly owned subsidiary of Bachoco. We have been customers on the KCS in Fort Smith, Arkansas since 1959 and Heavener, Oklahoma since 1994. Over this time we have enjoyed a wonderful relationship with the KCSRR and all of its team members. With their assistance and service, we have quadrupled our production capacity over the last 33 years that I have been working with them. They are a first-rate company run by some of the most enthusiastic team members we have had the pleasure of working with. The KCS handles our commodities from both direct source and in conjunction with the BNSF and the UP through trackage and haulage operating rights. The KCS also provides direct Service to our parent company, Industrias Bachoco, in Celaya, Mexico.

OK Foods 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.



At OK Foods we ship corn in 25's and 100's and soybean meal in singles or 25's to support our poultry grow out operations. We count on the service of the KCS to maintain adequate inventories destined for production. One of the limiting factors of the KCS Reach for grain markets, both for US consumption as well as Mexico, was there lack of origination points beyond Kansas City. The merger as intended will help the KCS gain access to grains and meals that are currently unserviceable to our KCS specific destinations. This acquisition will increase our ability to source grains from a wider set of sources, and in times of troubled US production this impact could be huge in cost savings.

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.

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

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

Sincerely,

A blue ink handwritten signature, appearing to read 'R. Bragg', is written over a horizontal line.

Russell E. Bragg
Senior Vice President of Supply Chain



May 27, 2021

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

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

Dear Ms. Brown:

Optima Consulting, LLC ("Optima") is a specialized SAP professional services contractor to Kansas City Southern and has been working with KCS in this capacity since about 2018.

Optima 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. Optima 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.



Optima 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,

Shaney M Salomon

Shaney M Salomon
CEO
Optima Consulting, LLC



CECCAN

COMPUESTOS DE PVC

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

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

Dear Ms. Brown:

Plásticos Ceccan has had a long relationship with Kansas City Southern, using their railway services from Texas to our facilities in Mexico, this service has given us the advantage of being more competitive in our field.

Plásticos Ceccan 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 Raw Materials from Mexico to Canada.

9.1

Av. Santa Fe Norte #3
Parque Opción, San José
Iturbide, Gto. C.P.: 37980
Tel: 4191984037 / 42 / 48



CECCAN
COMPUESTOS DE PVC

- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.
- Will give us the chance to expand our 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. Plásticos Ceccan 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.

Plásticos Ceccan 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,

Jessica Uemura
General Manager

cc: Parties of Record

Av. Santa Fé Norte #3
Parque Opción, San José
Iturbide, Gto. C.P.: 37980
Tel: 4191984037 / 42 / 48

June 25, 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:

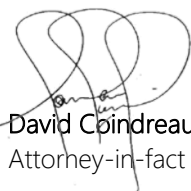
Poliolés, S.A. de C.V. ("Poliolés") is a leading Mexican company in the Petrochemical Industry, we are located in Toluca, Estado de México. As primary raw materials we mainly consume Ethylene Oxide and Propylene Oxide in high volumes that we transport in rail cars. These raw materials are essential for our operation and the transport in rail cars is the only available option. Our business relationship with Kansas City Southern has taken place ever since they got the concession for these routes in Mexico. For Poliolés, the availability of raw materials on time and with the necessary quality is key to meet our customers' expectations as well as the main focal point to increase our relationship with them in a sustainable manner by always focusing on winning together.

Poliolés agrees that a combination of Canadian National and Kansas City Southern can translate into creating faster, safer, cleaner, and more direct service for North-South trade and as such, the combination should help achieve the potential intended in the USMCA.

We believe that a combination of Canadian National and Kansas City Southern would mean having access to markets which could've been difficult before given the creation of an enhanced network that could offer better options to us. The experience that both Canadian National and Kansas City Southern have in not only operation, service support and safety, but also in integrating past businesses give us the comfort it will not affect our operations and business.

In line with the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders and our company is supportive on the approval of Canadian National's voting trust.

Sincerely,



David Coindreau Garza
Attorney-in-fact



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:

The Port of Brownsville 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.

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 Port of Brownsville 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 Port of Brownsville 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, reading "Eduardo A. Campirano".

Eduardo A. Campirano
Port Director & CEO

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

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

Dear Ms. Brown:

PRODUCTOS Y ESTRATEGIAS DEL NORESTE has been working with KCS since 2010, providing bottled water for crews and union employees in north Mexico.

PRODUCTOS Y ESTRATEGIAS DEL NORESTE 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. PRODUCTOS Y ESTRATEGIAS DEL 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.

PRODUCTOS Y ESTRATEGIAS DEL 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,



Héctor Ordoñez Peña
Sales Director

cc: Parties of Record



PROYECTOS Y MANTENIMIENTO DE SEÑALIZACION

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:

PROYECTOS Y MANTENIMIENTO DE SEÑALIZACION FERROVIARIA SA DE CV (PYMSFESA) is a company dedicated to offering railway maintenance services, engineering projects and installation of railway signaling equipment and systems

PYMSFESA 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. PYMSFESA unequivocally supports



PROYECTOS Y MANTENIMIENTO DE SEÑALIZACION

S.A. DE C.V.

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.

PYMSFESA 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,

ALFREDO ALCANTARA T.
DIRECTOR

cc: Parties of Record



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

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

Dear Ms. Brown:

Our company Raeford Farms of Louisiana, LLC, is an integrated poultry company based in Arcadia, LA and a subsidiary of the House of Raeford Farms, Inc. Our company has done business with Kansas City Southern for several years in which they provide transportation services of bean meal and corn to our current feed mill in Choudrant, LA and will soon be providing service to our newly constructed feed mill in Simsboro, LA. They have provided satisfactory service during our entire relationship and we value our relationship with the KCS Railway. We support the combination of Kansas City Southern and Canadian National. This combination brings with it the possibility of purchasing grain from several additional origination points. The Canadian National Railway has several grain facility locations within different regions which are currently not offered through KCS alone. More location options in the grain purchasing arena is always a positive, as you never know what effect mother nature will have on different regions of the country.

Raeford Farms of Louisiana, 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.

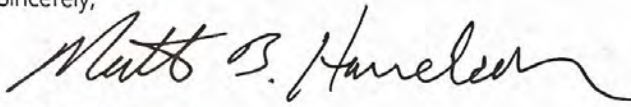
We believe that a combination of Canadian National and Kansas City Southern would help us to win in our markets. Canadian National's strong track record of success providing superior service, intermodal capabilities, and safety, gives us confidence that a combined Canadian National-Kansas City Southern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

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. Raeford Farms of Louisiana 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.

Raeford Farms of Louisiana 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, reading "Matt B. Harrelson". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Matt Harrelson

Grain Buyer – House of Raeford, Inc.

cc: Parties of Record



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

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

Dear Ms. Brown:

REFRIGERACION MONSA S.A DE C.V. is Preventive and corrective maintenance service lathe, cranes, lifting table, lifting jacks, lighting repair, painting, welding, maintenance to mechanical areas, sale of materials and services in general

REFRIGERACION MONSA 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.

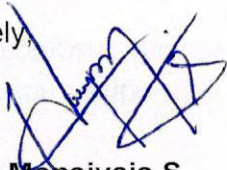
We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

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

REFRIGERACION MONSA 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 blue ink, appearing to be 'Henry Monsivais S.', written over a series of horizontal lines.

Henry Monsivais S.
REFRIGERACION MONSA, S.A. DE C.V.

cc: Parties of Record



REGIO SERVICIOS INDUSTRIALES Y
FERROVIARIOS S.A DE C.V.

23 de Abril #2126, Col. Nueva Madero, Monterrey, N.L., C.P. 64560 Tel 88-81-83-60

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

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

Dear Ms. Brown:

Regio Servicios Industriales Y Ferrovios S.A De C.V; we manufacture and provide customized steel parts for railcars used in the transportation of automotive units since September 2017.

Regio Servicios Industriales Y Ferrovios 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. Regio Servicios Industriales Y Ferrovios 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.

Regio Servicios Industriales Y Ferrovios 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 'Juan de Dios Cortez Rodríguez'.

Juan de Dios Cortez Rodríguez
Director General



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

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

Dear Ms. Brown:

SANI RENT DE MEXICO SA DE CV is a specialized company in hydrosanitary services and rent of portable bathrooms and mobile offices and have a business relationship with KCS since 2011.

SANI RENT DE MEXICO 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.

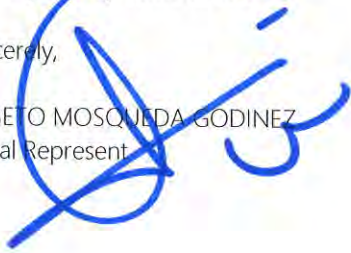
We see the combination as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

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

SANI RENT DE MEXICO 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,

ALBETO MOSQUEDA GODINEZ
Legal Represent



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

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

Dear Ms. Brown:

Surrette Battery Company LTD. 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. Surrette Battery Company LTD. 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.

Surrette Battery Company LTD. 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,



Ashley Livingston-Sales Coordinator

Date: 2021/06/16



June 21, 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:

Surveying And Mapping, LLC is a nationwide supplier of geospatial services to a variety of infrastructure related industries specifically including Railroads. We have been providing services to railroad clients, including CN, KCS, their engineering consultants and other Class I railroads, for more than twenty-five years. Our services include land surveying services, aerial mapping, GIS, utility locating, utility engineering, BIM, and construction inspection services. We are one of the largest firms in the nation specializing in these services resulting in an unparalleled set of resources and technology that allows us to accomplish projects of any scale or schedule.

Surveying And Mapping, 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, we feel 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. Surveying And Mapping, 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,

SAM COMPANIES

4801 Southwest Parkway / Bldg. 2 Suite 100 / Austin, Texas 78735
512.447.0575 Office / 512.326.3029 Fax / TBPELS #10064300

sam.biz



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.

Surveying And Mapping, 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, reading 'Bryan Philips'. The signature is fluid and cursive, with the first name 'Bryan' being more prominent than the last name 'Philips'.

Bryan Philips
Director of Business Development
Associate
Rail Market Lead

cc: Parties of Record

TEJAS SURVEYING, INC.

*Firm No. 10031300
1810 First Oaks St., Suite 220
Richmond, TX 77406-1666*

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

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

Dear Ms. Brown:

TEJAS SURVEYING, INC. is a service provider to KCS, providing land surveying services to them over the last ten years in Texas, particularly in the area in and around Houston metropolitan, including the cities of Richmond, Rosenberg, and other parts of Fort Bend County where they have rail service going south into Mexico.

TEJAS 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. TEJAS SURVEYING, INC. unequivocally supports approval of Canadian National's voting trust. Canadian National

TEJAS SURVEYING, INC.

Firm No. 10031300

1810 First Oaks St., Suite 220

Richmond, TX 77406-1666

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.

TEJA 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,



Randy S. McClendon,
President



TRICOUNTY FS, INC.

300 East County Road, P.O. Box 367 • Jerseyville, IL 62052-0367
Phone: (618) 498-5534 • Fax: (618) 498-3402 • www.tricountyfs.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,

TriCounty FS Inc. utilizes the KCS rail service for receiving railcar loads of Anhydrous Ammonia for use in production agriculture. The KCS has been serving us for the last 11 years and overall keeps us moving, but there is always room for improvement. We support the merger between the CN and the KCS since it will bring us faster more prompt service. Having access to Rail is a key part of our supply plan and allows us to have more product in place when the heavy demand of our spring and fall application seasons come about.

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

TriCounty FS 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,

Bret Jackson
Sales Manager
TriCounty FS Inc.
618-498-5534

6-10-2021



OFFICE – 1487 SOUTH CHURCH AVE PLANT – 1160 SOUTH CHURCH AVE PO BOX 907 LOUISVILLE, MS 39339 OFFICE: 662.446.1900 FAX: 662.705.5053

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 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.

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 be 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 that reads "Mike Creely".

Mike Creely
VP Sales – Winston Plywood & Veneer
cc: Parties of Record

STATE CAPITOL
201 W. CAPITOL AVENUE, ROOM 216
JEFFERSON CITY, MISSOURI 65101



(573) 751-3222
WWW.GOVERNOR.MO.GOV

Michael L. Parson

GOVERNOR
STATE OF MISSOURI

June 22, 2021

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

RE: FD 36514 Canadian National Railway Company, et al. – Control – Kansas City Southern, et al.

Dear Ms. Brown:

I write to urge approval of the voting trust proposed by Canadian National (“CN”) with respect to Kansas City Southern (“KCS”) and support its equal consideration alongside the Surface Transportation Board’s (“STB”) previously approved trust arrangement for the proposed CP/KCS voting trust. Considering both voting trust proposals on a level playing field in this phase of the STB’s review is essential to ensuring a neutral and fair review process.

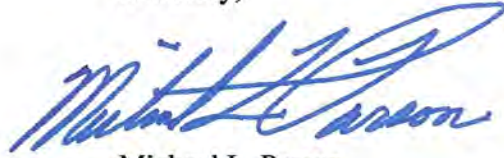
The proposed CN/KCS trust is identical to the trust that the STB recently approved for a proposed CP/KCS transaction and even uses the same trustee. In approving the CP’s proposed voting trust, the STB determined that the trust structure meets the two criteria for approval of such trusts. STB has determined that it (1) would not cause unlawful, premature control, and (2) was in the public interest, meaning the carriers were financially sound and would not suffer financial hardship in the event KCS is divested from the trust.

The CN/KCS trust is an identical plain vanilla trust, so it too should meet the unlawful control test and the public interest financial test. Having already approved the CP trust, it seems only right to approve the CN trust to place both parties on the same footing.

Further, the CN/KCS transaction will strengthen competition by adding a stronger rail competitor in the north-south lanes in the industrial center of the country and opens markets with new single-line hauls, creating more efficient movements among Canada, the United States, and Mexico. With CN’s commitment to divest the only overlapping line between CN and KCS systems and to maintain open gateway, it is a true end-to-end merger that preserves existing routing options and enhances competition with its new, single-line routing options for shippers.

Thank you for the opportunity to comment on the voting trust. It is my hope that the STB will approve the voting trust expeditiously.

Sincerely,

A handwritten signature in blue ink, appearing to read "Michael L. Parson". The signature is fluid and cursive, with a large, stylized "M" and "P".

Michael L. Parson
Governor



Committee on Transportation and Infrastructure
U.S. House of Representatives
Washington DC 20515

Peter A. DeFazio
Chairman

Katherine W. Dedrick
Staff Director

Sam Graves
Ranking Member

Paul J. Sass
Republican Staff Director

June 24, 2021

302589

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

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

Re: FD 36514 Canadian National Railway Company, et al. – Control – Kansas City Southern, et al.

Dear Ms. Brown:

I write the Surface Transportation Board (STB) to urge approval of the voting trust proposed by Canadian National (CN) railroad with respect to its proposed merger with Kansas City Southern railroad (KCS). I hope that the proposed voting trust is reviewed in a manner consistent with the STB's previously approved trust arrangement for the proposed Canadian Pacific (CP) and KCS voting trust.

Exercising even-handedness in consideration of the voting trusts is essential to ensuring a neutral and balanced review process. In approving CP's proposed voting trust, the STB determined that the trust structure meets the two criteria for approval. Specifically, that the voting trust would not cause unlawful, premature control, and that the trust was in the public interest, meaning the carriers were financially sound and would not suffer financial hardship in the event KCS had to be divested from the trust.¹

The proposed CN/KCS trust is identical to the trust that the STB recently approved for the proposed CP/KCS transaction, including through proposed use of the same trustee.² As such, the CN/KCS trust should meet the unlawful control test, and also meet the public interest financial test. Moreover, I understand that CN has agreed to forgo share repurchases until its debt ratio returns to pre-deal levels. Accordingly, having approved the CP trust, it only seems consistent for the STB to approve the CN trust.

¹ See Surface Transportation Board (STB) Docket No. FD 36500.

² See Surface Transportation Board (STB) Docket No. FD 36514.

KCS is well-established and well respected within the Kansas City area and merging with CN will create new opportunities for trade and economic growth in the metro area and beyond. From a national and international perspective, the CN/KCS merger has the potential to improve commerce and access to markets by creating a single railroad that will streamline the movement of goods among Canada, the United States, and Mexico. The approval of the CN/KCS voting trust is an important step towards this merger, and I look forward to following the STB's process.

Thank you for the opportunity to comment on the voting trust and I hope that you will review it fairly and expeditiously.

Sincerely,

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

Sam Graves
Ranking Member

BENNIE G. THOMPSON
SECOND DISTRICT, MISSISSIPPI

COMMITTEE ON
HOMELAND SECURITY
CHAIRMAN

WASHINGTON OFFICE:
2466 RAYBURN HOUSE OFFICE BUILDING
WASHINGTON, DC 20515-2402
(202) 225-5876
(202) 225-5898: FAX

E-Mail: benniethompson@mail.house.gov
Home Page: <http://www.benniethompson.house.gov>

CONGRESSIONAL BLACK CAUCUS
CONGRESSIONAL GAMING CAUCUS
CONGRESSIONAL PROGRESSIVE CAUCUS
CONGRESSIONAL SPORTSMEN'S CAUCUS
CONGRESSIONAL RURAL CAUCUS
HOUSE EDUCATION CAUCUS

Congress of the United States
House of Representatives
Washington, DC 20515-2402

June 25, 2021

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

RE: FD 36514 Canadian National Railway Company, et al. – Control -- Kansas City Southern, et al.

Dear Ms. Brown:

I am writing to submit this letter of support for the Surface Transportation Board ("STB") to urge approval of the voting trust proposed by Canadian National ("CN") with respect to Kansas City Southern ("KCS") in order to be reviewed in accordance with the Board's previously approved trust arrangement for the proposed CP/KCS voting trust. As Congressman for the second congressional district of Mississippi, this transaction is important for the advancement of my district as well as the state.

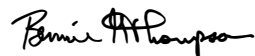
The proposed CN/KCS trust is identical to the trust that the STB recently approved for a proposed CP/KCS transaction, and even proposes to use the same trustee. In approving the CP's proposed voting trust, the STB determined that the trust structure meets the two criteria for approval of such trusts in that it (1) would not cause unlawful, premature control and that, (2) the trust was in the public interest, meaning the carriers were financially sound and would not suffer financial hardship in the event KCS had to be divested from the trust.

I am excited about the prospects of the CN-KCS transaction because it will strengthen competition by adding a stronger rail competitor in the north-south lanes in the industrial center of the country and opens markets with new single-line hauls, creating more efficient movements among Canada, the United States, and Mexico.

I am pleased to add my support of the transaction between CN and KCS. The voting trust should be approved so the Board and the public may move forward to consider the merits of the transaction.

I ask that you give full consideration of the voting trust which could substantially impact the economy. Thank you for your time and attention to this request. If further justification is needed to support this initiative, please contact my office at 202-225-5876.

Sincerely,



Bennie G. Thompson
Member of Congress

EMANUEL CLEAVER, II

FINANCIAL SERVICES COMMITTEE
NATIONAL SECURITY, INTERNATIONAL DEVELOPMENT,
AND MONETARY POLICY SUBCOMMITTEE
CHAIRMAN

HOUSING, COMMUNITY DEVELOPMENT,
AND INSURANCE SUBCOMMITTEE



Congress of the United States
House of Representatives

FIFTH DISTRICT, MISSOURI

HOMELAND SECURITY COMMITTEE

SELECT COMMITTEE ON THE
MODERNIZATION OF CONGRESS

[HTTPS://CLEAVER.HOUSE.GOV](https://cleaver.house.gov)

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

Dear Chief Brown:

I am writing to the Surface Transportation Board (“STB”) to urge approval of the voting trust proposed by Canadian National (“CN”) with respect to Kansas City Southern (“KCS”) to ensure that it is reviewed on a level playing field with the Board’s previously approved trust arrangement for the proposed Canadian Pacific/KCS voting trust. Considering both voting trust proposals on a level playing field in this phase of the Board’s review is necessary to allow the Board’s consideration of and response to any commercial issues during the ensuing phase of its review of the merits of a transaction. Exe

The CN/KCS trust is an identical trust to the trust that the STB recently approved for a proposed CP/KCS transaction, so it should also meet the two criteria for approval of such trusts: that it would not cause unlawful, premature control and that the trust was in the public interest, meaning the carriers were financially sound and would not suffer financial hardship in the event KCS had to be divested from the trust.

From my understanding, CN is a financially-sound railroad company and has agreed to forgo share repurchases until its debt ratio returns to pre-deal levels. Having approved the CP trust, it seems only right to approve the CN trust to place both parties on the same footing.

I am excited about the prospects of the CN-KCS transaction because it will strengthen competition by adding a stronger rail competitor in the north-south lanes in the industrial center of the country. It will also open markets with new single-line hauls, creating more efficient movements between Canada, the United States, and Mexico. CN has committed to divest the only overlapping line between the CN and KCS systems, a short 70-mile line between New Orleans and Baton Rouge, and to maintain open gateways. Consequently, it is a true end-to-end merger that preserves existing routing options and enhances competition with its new, single-line routing options for shippers in the north-south corridors.

I am pleased to add my support to the 1,400 other stakeholders who have submitted letters to the STB supporting this transaction. The voting trust should be approved so that the Board and the public may move on to consider the merits of the transaction.

Thank you for the opportunity to comment on the voting trust, I hope that you will approve it expeditiously.

Sincerely,

A handwritten signature in blue ink, reading "Emanuel Cleaver, II". The signature is stylized with a large, circular loop for the letter 'C' and a long, horizontal flourish extending to the right.

Emanuel Cleaver, II
Member of Congress

HENRY CUELLAR, Ph.D.
U.S. HOUSE OF REPRESENTATIVES

June 22, 2021

Mrs. Cynthia Brown
Chief, Section of Administration
Surface Transportation Board
395 E Street, SW
Washington, DC 20423

Dear Ms. Brown:

I write the Surface Transportation Board ("STB") to urge approval of the voting trust proposed by Canadian National ("CN") with respect to Kansas City Southern ("KCS") so that it is reviewed on a level playing field with the Board's previously approved trust arrangement for the proposed CP/KCS voting trust.

I am encouraged about the prospects of the CN-KCS transaction because it will strengthen competition by adding a stronger rail competitor in the north-south lanes in the industrial center of the country and opens markets with new single-line hauls, creating more efficient movements among Canada, the United States, and Mexico. With CN's commitment to divest the only overlapping line between the CN and KCS systems, a short 70-mile line between New Orleans and Baton Rouge, and to maintain open gateways, it is a true end-to-end merger that preserves existing routing options and enhances competition with its new, single-line routing options for shippers creating stronger rail-to-rail competition in the north-south corridors.

I am pleased to add my support to the already 1400 other stakeholders who have submitted letters to the STB supporting the transaction. The voting trust should be approved so that the Board and the public may move on to consider the merits of the transaction.

I appreciate the opportunity to comment on the voting trust and hope that you will approve it expeditiously. Thank you for the consideration of my request. If you have any questions, please feel free to reach out to me or my Legislative Assistant, John Millerick, at 202-225-1640 or John.Millerick@mail.house.gov.

Sincerely,



Henry Cuellar
Member of Congress
28th District of Texas

SHARICE DAVIDS

3RD DISTRICT, KANSAS

**COMMITTEE ON TRANSPORTATION AND
INFRASTRUCTURE**

COMMITTEE ON SMALL BUSINESS

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

1541 LONGWORTH HOUSE OFFICE BUILDING

WASHINGTON, DC 20515

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OVERLAND PARK OFFICE

7325 W 79TH STREET

OVERLAND PARK, KS 66204

(913) 621-0832

KANSAS CITY OFFICE

753 STATE AVE, SUITE 400

KANSAS CITY, KS 66101

WWW.DAVIDS.HOUSE.GOV

June 22, 2021

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

Dear Ms. Brown,

I write today to encourage the Surface Transportation Board give full and fair consideration to the voting trust proposed by Canadian National (CN) with respect to Kansas City Southern (KCS).

KCS has always been a vital stakeholder in the Kansas City metro region. Founded in 1887, the KCS originally connected commercial and industrial districts across the Kansas-Missouri border. Early innovative development strategies helped KCS create jobs and opportunities in our midwestern region.

Since those humble beginnings, KCS has since grown and become a transportation provider of strategic importance for U.S. transportation. KCS now serves 15 states across several regions in the United States and has even expanded its reach internationally, becoming the only Class 1 railroad to own tracks in Mexico. Now KCS is in talks with CN about uniting forces to provide services to an even broader territory.

As they undergo talks over the next generation of their company, I hope that you give full and fair consideration to their voting trust proposal. Thank you for your consideration of this request.

My warmest regards,



Sharice L. Davids
Member of Congress

TRENT KELLY
2243 RAYBURN HOUSE OFFICE BUILDING
WASHINGTON, DC 20515-2401
(202) 225-4306



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

COMMITTEE ON AGRICULTURE
SUBCOMMITTEE ON
CONSERVATION AND FORESTRY
SUBCOMMITTEE ON
LIVESTOCK AND FOREIGN AGRICULTURE

COMMITTEE ON ARMED SERVICES
RANKING MEMBER, SUBCOMMITTEE ON
INTELLIGENCE AND SPECIAL OPERATIONS
SUBCOMMITTEE ON
SEAPOWERS AND PROJECTION FORCES

COMMITTEE ON BUDGET

COMMITTEE ON INTELLIGENCE

June 23, 2021

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

Dear Ms. Brown:

I respectfully request the Surface Transportation Board (STB) review the voting trust proposed by Canadian National (CN) with respect to Kansas City Southern (KCS) so that it is judged on the merits of the arguments presented.

The railroad systems in Mississippi are vital for the transportation of competitively priced goods within the state. Further, Mississippi's railways increase transportation efficiency due to their ability to connect Mississippi to trade in the rest of the nation and continent. The consideration of the proposed trust, if STB determines the trust to be in compliance with federal regulations and laws, could serve to benefit not only the people of Mississippi, but also the entirety of North America.

This transaction could strengthen competition by adding a stronger rail competitor in the north-south lanes in the industrial center of the country. Additionally, this transaction opens markets with new single-line hauls, creating more efficient movements among Canada, the United States, and Mexico. More markets and less bureaucracy help businesses in Mississippi's 1st Congressional district.

Thank you for the opportunity to comment on the voting trust. If you have any questions, please contact Semaj Redd at semaj.redd@mail.house.gov.

Sincerely,

Trent Kelly
Member of Congress

TK/ smr

LOUISIANA HOUSE OF REPRESENTATIVES

718 S. Buchanan
Lafayette, LA 70501
Email: pierrev@legis.la.gov
Office: 337.262.2330
Fax: 337.262.2332



VINCENT J. PIERRE
State Representative ~ District 44

COMMITTEES:
Transportation, Highways &
Public Works - Chairman
Joint Legislative Committee
on Capital Outlay
House Select Leadership Committee
Select Committee on Hurricane Recovery

June 24, 2021

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

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

Dear Chairman Oberman:

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

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

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in everyone community where it operates.

Finally, I was 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 both Voting Trusts will allow KCS to choose the bid it judges to be best for its shareholders. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Vincent Pierre", written over the word "Sincerely,".

Vincent Pierre
State Representative
District 44

cc: Parties of Record



Office of the Mayor-President

City of Baton Rouge
Parish of East Baton Rouge

222 St. Louis Street
Post Office Box 1471
Baton Rouge, Louisiana 70821

225 389-3100
Fax 225 389-5203

SHARON WESTON BROOME
Mayor-President

May 21, 2021

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

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

Dear Chairman Oberman:

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

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

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of residents here in Baton Rouge. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in everyone community where it operates.

Finally, I was 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 both Voting Trusts will allow KCS to choose the bid it judges to be best for its shareholders. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

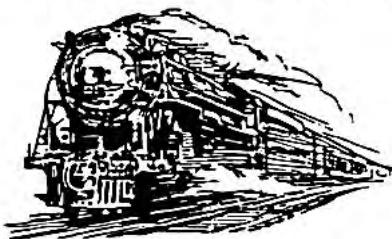


Sharon Weston Broome
Mayor President
City of Baton Rouge, Parish of East Baton Rouge

cc: Parties of Record

J. M. KARAKIAN
General Chairman
43422 West Oaks Drive, PMB 137
Novi, MI 48377-3300
BLET Phone: (248) 926-0623
FAX: (248) 926-0807

General Committee of Adjustment
Brotherhood of Locomotive Engineers & Trainmen
Division of Teamsters
Grand Trunk Western Railroad



June 25, 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:

I am the General Chairman of the Brotherhood of Locomotive Engineers and Trainmen (BLET) GCA 360. Our General Committee represents 370 Locomotive Engineer members, on the Class 1 Grand Trunk Western Railroad Company, a subsidiary of parent company, Canadian National Railroad. We consistently operate interstate commerce traffic/trains in Michigan, Indiana, Illinois, Ohio, as well as Southern Ontario, Canada, with consistent back-and-forth international cross-border traffic/trains.

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

The Kansas City Southern-Canadian National voting trust—as well as their request that the STB review their voting trust with a period for public comment—demonstrates clearly the stakeholder-focused approach to business that Canadian National has demonstrated during

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.

Respectfully submitted,

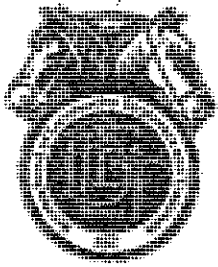
Sincerely,

J. M. Karakian

A handwritten signature in black ink that reads "J. M. Karakian". The signature is written in a cursive style with a large, stylized "J" and "K".

General Chairman, BLET / GTW / GCA

C. c: Parties of Record



Brotherhood of Locomotive Engineers and Trainmen
Canadian National/Illinois Central – General Committee of Adjustment
Representing: CN/IC, KCS-GWWR-MidSouth-SouthRail, Metra-Electric, CN/CRR, Illinois & Midland

165 W South Street – Suite 206
Hernando, MS 38632
<http://www.bletgca390.com>

Billy Evans – General Chairman
BLETEVANS@yahoo.com
662-298-4501

June 25, 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, Illinois Central Corporation and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

I am the General Chairman of the Brotherhood of Locomotive Engineers and Trainmen General Committee of Adjustments 390 (BLET GCA 390). Our committee represents approximately 700 employees working as Engineers for the CN/IC Railroad.

Central to Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. BLET GCA 390 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.

The Kansas City Southern-Canadian National voting trust—as well as their request that the STB review their voting trust with a period for public comment—demonstrates clearly the stakeholder-focused approach to business that Canadian National has demonstrated during 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.

Sincerely,

William "Billy" Evans
General Chairman, BLET GCA 390

cc: Parties of Record



Brotherhood of Locomotive Engineers and Trainmen
Canadian National/Illinois Central – General Committee of Adjustment
Representing: CN/IC, KCS-GWWR-MidSouth-SouthRail, Metra-Electric, CN/CRR, Illinois & Midland

165 W South Street – Suite 206
Hernando, MS 38632
<http://www.bletgca390.com>

Billy Evans – General Chairman
BLETEVANS@yahoo.com
662-298-4601

June 25, 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 and CN's Rail Operating Subsidiaries—Control—
Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway
Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

I am the General Chairman of the Brotherhood of Locomotive Engineers and Trainmen General Committee of Adjustments 390 (BLET GCA 390). Our committee represents approximately 200 employees working as Engineers for the KCS Railroad.

Central to Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. BLET GCA 390 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.

The Kansas City Southern-Canadian National voting trust—as well as their request that the STB review their voting trust with a period for public comment—demonstrates clearly the stakeholder-focused approach to business that Canadian National has demonstrated during 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.

Sincerely,

William "Billy" Evans
General Chairman, BLET GCA 390

cc: Parties of Record



BROTHERHOOD OF LOCOMOTIVE ENGINEERS & TRAINMEN

GENERAL COMMITTEE OF ADJUSTMENT – Canadian National/Wisconsin Central Ltd

N6380 Church Road
Brandon, WI 53919
Office: 920-346-2906
Cell: 920-375-6055
Email: ehaublet@gmail.com

June 25, 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:

I am the General Chairman of The Brotherhood of Locomotive Engineers and Trainmen (BLET) GCA 910. Our Committee represents approximately 650 employees working as locomotive engineers on the Wisconsin Central Ltd. subsidiary of the Canadian National Railroad.

Central to Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. BLET GCA 910 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.

The Kansas City Southern-Canadian National voting trust—as well as their request that the STB review their voting trust with a period for public comment—demonstrates clearly the stakeholder-focused approach to business that Canadian National has demonstrated during 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.

Sincerely,

Eric A. Hau
BLET CN/WC General Chairman



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:

Ado Technologies is a company that imports and sells minerals to the Canadian Oil Industry. We are currently exploring the possibility of bringing products from the USA and Mexico into Central Alberta.

Ado Technologies 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.

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

Sincerely,

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

Brian Hutchings
P: 403-606-6627
E: brian.hutchings@adomining.com



302 – 2 Ave. Prince George, BC V2L 2Z5

Ph: 250-562-1177 Fax: 250-562-5870

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:

Allen's Scrap & Salvage Ltd. Has been in business and has had a valuable relationship with CN for 57 years. CN is a valued partner that helps us facilitate trade and movement of scrap throughout North America. With their tri coastal network, we have been able to reach markets not accessible by truck.

Allen's Scrap & Salvage Ltd. 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.

Allen's Scrap & Salvage Ltd. is proud of our 57-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,

Alex Allen
Operations Manager

cc: Parties of Record



June 23, 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:

Alliance Energy Services is an international wholesale propane marketing company based in North Kansas City, Missouri. We have been working with the Canadian National Railway Company (CN railroad), transporting propane via rail for over six years. We built out a propane rail terminal located on a CN direct line. CN was very instrumental in helping us develop this site. We have also worked with the Kansas City Southern Railway Company (KCS) on some project planning and propane deals into Mexico. Both companies have proven to be excellent partners for our company.

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

Alliance Energy Services is proud of our 8-year relationship with Canadian National and appreciates 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 shown 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 blue ink that reads "Jason Doyle".

Jason Doyle
President

cc: Parties of Record

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

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

Dear Ms. Brown:

AMAR TRANSPORT INC. is an INTERMODAL CARRIER who has been trucking out of Rail yards in ON/QC/US East COAST for over 25 years now. We have seen CN network grow over the last 2 decades and the improvisation that has been incorporated to overtake the volume is commendable. Their response time is quick and accurate, and we have seen ourselves growing as CN grows.

AMAR TRANSPORT 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.

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

Sincerely,

Amardeep Singh Deol

AMAR TRANSPORT INC
PRESIDENT

cc: Parties of Record

Aspen Acres Organics

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:

Aspen Acres Organics is a farm in Northern Alberta that has been utilizing CN's rail services for multiple years for shipping our organic commodities to markets in BC, Quebec, Oregon, and Vermont. CN's services have been instrumental in our commodity marketing, as well as many other farmers in our region.

Aspen Acres Organics 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.

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

Sincerely,



Rodney Friesen
Owner of Aspen Acres Organics

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

June 10, 2021

Dear Ms. Brown:

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

The Canadian meat industry stakeholders strongly benefit from the CN infrastructure to move the Canadian meat products to its buyers. The combined company's single owner (KCS-CN), single-operator service would enhance the Canadian meat industry ability to be competitive in the markets in which we operate (port's access), benefiting various shipments to the states and to Mexico. Our association's company members need to improve their market access to the states and Mexico in a timely transition period for its Canadian meat buyers. CN combination with KCS would provide a faster network for Canadian food exports and more economical rail option for our member's customers who currently rely on trucks.

Canada Pork, Canadian Meat Council and the Canadian Pork Council is proud of its decades-long relationship with CN and appreciate their outreach to us since April 20, 2021, regarding the proposed KCS-CN combination.

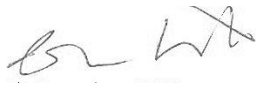
Therefore, their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship.

Canada Pork, Canadian Meat Council and the Canadian Pork Council looks 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.

Stay safe and best regards,



Trevor Sears
President & CEO
Canada Pork



Chris White
President & CEO Canadian
Meat Council



John Ross
Executive Director Canadian
Pork Council



CENTRAL SALVAGE 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:

Central Salvage Ltd. is CN has helped us to ship our Gondola containers from Kamloops to Manitoba also from Canada to U.S. Central Salvage Ltd. supports CN's acquisition of KCS because of the benefits by offering direct service for cleaner, faster and safer Canada to U.S. trade.

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

Central Salvage Ltd. is proud of our 38 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in black ink, appearing to read "Kent O'Regan".

Kent O'Regan
President

cc: Parties of Record

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

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

Dear Ms. Brown:

Charron Warehouse has been a CN customer for a number of years now and we receive shipments of various food products and farm products. Having the ability to use rail, particularly with CN, has given us the ability to provide that extra service for our current customers. Being able to use CN's rail allows for a greater amount of product to move in a more efficient manner across the country.

Charron Warehouse 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.

Charron Warehouse is proud of our 10+ year relationship with CN and appreciates 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,



Charron Warehouse
Co-Owner

cc: Parties of Record



Del Monte Foods, Inc.

Nourishing Families. Enriching Lives. Every Day.®

June 25, 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:

Del Monte Foods is a long-time partner of the Canadian National Railway Company (CN). CN provides us daily rail service from our Plover, Wisconsin facility to our Distribution Centers in California, Texas, Pennsylvania and Georgia. The extensive rail service allows us to ship our canned vegetables and serve our many customers across the United States. This year, we are expecting a strong volume from our Plover facility, so it's very important that we have consistent service and capacity via CN.

Del Monte Foods unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits Kansas City Southern (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 Canadian Pacific Railroad.

To ensure fair and transparent review of CN's voting trust, Del Monte Foods also supports CN's request that the Surface Transportation Board review CN's voting trust agreement simultaneously with Canadian Pacific Railroad'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.

Del Monte Foods is proud of our 20+ year relationship with CN and appreciate their outreach to us since April 2021 regarding the proposed KCS-CN combination. Their voting trust — as well as their request that the Surface Transportation Board review their voting trust concurrently with its review of Canadian Pacific Railroad's trust with a period for public comment — clearly demonstrates CN's customer-focused approach which they have consistently demonstrated since the start of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the Surface Transportation Board's review of the voting trust as well as the entire transaction.

Sincerely,

Ashish Mallick
Chief Supply Chain Officer

cc: Parties of Record



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

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

Dear Ms. Brown:

I am writing this letter to express our company's support for the approval of CN's voting trust agreement.

Our company specializes in importing and distributing Juvenile/Recreational/Furnishing products. Established in Montreal, Canada since 1962, Dorel Industries Inc. ("Dorel") employs 8900 people worldwide and operates significant production facilities in Canada and US mid-west locations. 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.

Dorel 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 Canadian Pacific Rail ("CP").

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

Dorel is proud of our 6-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—clearly demonstrates the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

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

Martin Schwartz
President & CEO
cc: Parties of Record



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

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

Dear Ms. Brown:

DV Logistics has been working closely with CN for about 12 years, mainly in the transportation of heavy equipment and intermodal sector.

DV 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.

DV Logistics is proud of our 12 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

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

Frank Ciavaglia
Account Executive

cc: Parties of Record



EAST & WEST TRANSPORTATION

4510 Eastgate Pkwy, Mississauga, ON, L4W 3W6 Phone: 905 629 0522 Fax: 905 629 9097

June 17, 2021

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

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

Dear Ms. Brown:

East & West Transportation has been in business with CN since 2002. Currently they service for us the ON/PQ to AB & BC corridors as well as IL to AB & BC. CN provides us great service and in turn we are able to provide optimal service to our customers. Their customer service team is prompt and accessible especially during challenging times and issue during transit.

East & West Transportation 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.

East & West Transportation is proud of our 19-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,

Sarah Lynch

Sarah Lynch
Operations Managers

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:

Economy Brick Sales, Inc. is a Masonry Company that for the last 30 year had received bricks from the KCS, until the last 2 year our deliveries stopped.

Economy Brick Sales 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.

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

Sincerely,

A handwritten signature in black ink, appearing to read "Michelle DePierri", written over a large, stylized, circular flourish.

Michelle DePierri
Secretary Treasury

cc: Parties of Record



E D & F MAN LIQUID PRODUCTS 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:

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

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

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

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 Condensed Molasses Solubles from Cox, MS to Cordova, IL.



E D & F MAN LIQUID PRODUCTS LLC

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

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

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

Sincerely,

A handwritten signature in black ink, appearing to read "Lowell Oswald".

Lowell Oswald

Rail Manager

ED&F Man Liquid Products

365 Canal St. STE 2929 | New Orleans, LA | 70130

Office: (504) 274-4676

Cell: (504) 654-9581

Fax: (504) 522-1638

LowellO@us.edfman.com | www.edfman.com

cc: All 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

June 21, 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:

Effingham Equity is a 102-year-old agricultural cooperative that has our origin adjacent to the CN rail line in Effingham, IL. In the early days, our company was primarily a receiver of products that arrived by rail such as coal, hay, and feed ingredients. During the past 102 years we have utilized our rail access to grow our company from 53 farmer members at a single location in 1919 to over 5,000 farmer members across 18 locations encompassing more than 20,000 square miles in south central Illinois. Put simply, we do agriculture! We rely on the CN rail to bring us fertilizer and feed ingredients for our customers to successfully operate their farms. Additionally, as production agriculture has improved total output, we rely heavily on the CN rail to transport our grain to end users throughout their territory and to the export market.

Effingham Equity 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.

Effingham Equity is proud of our 102-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,

Mark Tarter
VP Grain
Effingham Equity

cc: Parties of Record

www.TheEquity.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:

Events Logistics Worldwide Inc is an intermodal customer shipping within Canada with CN, but that has operations globally and ships containers throughout North America as well.

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

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

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

Sincerely,

A handwritten signature in black ink, appearing to read "Stephane St-Laurent". The signature is stylized with long, sweeping strokes.

Events Logistics Worldwide Inc
Stephane St-Laurent
Director

cc: Parties of Record

Events Logistics Worldwide Inc



EVERGREEN SHIPPING AGENCY (AMERICA) CORP.

Date: June 17, 2021

The Honorable Cynthia T. Brown

Chief, Section of Administration

Office of Proceedings

Surface Transportation Board

395 E. Street, S.W.

Washington, DC 20423-0001

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

Dear Ms. Brown:

As North American general agents for international ocean carrier Evergreen Line Joint Service Agreement FMC No. 011982 ("Evergreen Line"), Evergreen Shipping Agency (America) Corp. engages with many transportation providers in the USA to facilitate our customer's transportation needs. Canadian National Railway Company ("CN") has played a significant role in helping us execute these needs by providing containerized cargo delivery to and from key markets of Chicago, Memphis, Detroit, etc. via Vancouver, BC and Prince Rupert, BC. The services provided by CN to Evergreen Line have been first rate and in our experience with their staff, we have been impressed by their management leadership and their emphasis on service excellence. Without any hesitation we can state that we have been very satisfied with our relationship with CN and the positive effects that relationship has had on our service.

Based on the foregoing, Evergreen Shipping Agency urges that the proposed mechanism of acquisition



EVERGREEN SHIPPING AGENCY (AMERICA) CORP.

of the Kansas City Southern railway (KCS) by the Canadian National Railway Company be given a fair and reasonable due process review to be accomplished through an informed decision when confirming their application. . With their request to review the application concurrently with other bidding companies demonstrates clearly their customer focused approach to business since the inception of our relationship. We look forward to seeing Canadian National Railway Company's commitment to fairness and efficiency reflected in the STB's review of the entire transaction.

Sincerely,

Benjamin Tsai

Evergreen Shipping Agency (America) Corp

As agents for Evergreen Line

President

Cc: JJ Ruest, President and CEO

Keith Reardon – Senior Vice President, Consumer Product Supply Chain

Dan Bresolin – Vice President, Consumer Product Supply Chain

Girish Nair – Assistant Vice President, Intermodal International

June 22, 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:

Freightera Logistics Inc is a Lower Emission Freight Marketplace operating in North America and specializing in shipping LTL and TL via US EPA SmartWay certified lower emission trucking companies and rail. Freightera is currently working with CN and its subsidiaries to greatly expand the use of rail as a way to immediately reduce carbon dioxide equivalent emissions from long haul freight transport 60% or more.

Freightera 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.

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

Sincerely,



Eric Beckwitt
Founder and CEO

cc: Parties of Record



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

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

Dear Ms. Brown:

FutureWood Corp. is a wood fiber harvester and distributor, as well as an expert forestry land management and consulting enterprise, operating in Wisconsin, Michigan, and Minnesota. With our contacts in the industry, we make sure that to be the first call for an ever-growing list of lumber mills, paper mills and building-product mills both regionally and nationwide. Our direct access to rail, and long standing and well-established relationship with CN allows FutureWood to supply markets near and far with fiber, pulpwood and other forest products.

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

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

FutureWood Corp is proud of its 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,

DJ Aderman
President
9676 N Kruger Road
Hayward, WI 54843
djaderman@futurewoodcorp.com
715-634-1325



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:

G2 Logix has a long and successful partnership with CN stretching over 30 years. We have relied on them for their excellence of service for shipments within Canada, cross border as well as Canada to Mexico where they had partnered with KCS. As their services expanded over the years, we were able to align our business to provide those services to our customers. We have relied on CN to move retail product domestically in Canada, as well as cross border, developed key automotive parts cycles as well as food related products from and to the USA as we as Mexico.

G2 Logix, 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.

G2 Logix is proud of our 30-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—clearly demonstrates the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in black ink, appearing to read 'L. Cormier'.

Larry Cormier
Vice President Sales & Marketing



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:

Galaxy Lithium Canada Inc. ("GLCI") a division of Galaxy Resources, a lithium chemical company developing a lithium mine in Northern Quebec, Canada. GLCI intent to ship the lithium concentrate produced at the mine to a secondary transformation facility with a location to be determined. Lithium product will be used for the manufacturing of the battery to be used in electrical vehicles.

GLCI intent to use the Canadian Railway Company rail system to have access to the USA chemical industries and electrical vehicle manufacturing facilities located in central / eastern USA.

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

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

Sincerely,

Denis Couture

Denis Couture
General Manager – Galaxy Lithium Canada Inc.

cc: Parties of Record

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

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

Dear Ms. Brown:

GFL Environmental (GFL) is a diversified environmental services company offering services in solid and liquid waste management, as well as infrastructure development. With strategic operating location across Canada and the United States, GFL relies on several modes of transportation to provide the wide range of logistics solutions to its customers. Amongst others, we have established a rail transportation relationship with CN since 2010 and have grown our market share reach on their network, as well as built new business relationships over time.

GFL Environmental 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, GFL Environmental 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.

GFL Environmental is proud of its long-standing 12-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 as well as the entire transaction.

Sincerely,

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

Jason Henkel
Regional Manager

cc: Parties of Record



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

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

Dear Ms. Brown:

GIO Railways Corporation is a shortline located in Southern Ontario, Canada. As such we have dozens of customers that depend on our connection with CN to ensure safe, timely and cost effective deliveries from their suppliers and customers located throughout North America.

GIO Railways Corporation 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.

GIO Railways Corporation is proud of our 24 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.

Gerry Gionet - President
P. 226-927-9391 • F. 905-735-7559
www.giorail.com / gerry.gionet@giorail.com



Sincerely,

A handwritten signature in black ink, appearing to read 'Gerry Gionet', is positioned above the printed name.

Gerry Gionet
President

cc: Parties of Record





GRAIN MILLERS

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:

Grain Millers, Inc. is one of the world's largest conventional and organic oat millers; our legacy is built on being more than just an ingredient supplier; we are a proactive partner. We are stewards of our industry; we support our farmers, partners, and customers, doing what is good and what is right in order to deliver on our promise and add value along the supply chain. We have a long standing relationship with numerous rail companies. These relationships are critical to our business.

Grain Millers, Inc. 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.

Grain Millers, Inc. is proud of our 30 plus 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,

Cullen Harder
Vice President, Procurement
Grain Millers, Inc.

GREAT WEST DISTRIBUTION LTD.

**201 Edson Street,
Saskatoon, Saskatchewan S7J 4C8
Ph-(306) 933-9955 Fax- (306) 931-7568**

June 22, 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 Operating Subsidiaries-Control-Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company.

Dear Ms Brown:

Great West Distribution is a third party logistics service provider that offers a wide range of services tailored to fit the needs of their individual customers; transloading and warehousing of consumers goods, loading and unloading of hoppers and boxcars with grain and other industrial products. We are centrally located in Saskatoon with direct rail access on CN network. We handle traffic for various customers shipping to and from various locations in Canada, the USA and even Mexico. As our rail service provider, we have relied on our strongly established two decades long relationship with CN to deliver to our commitments. This relationship has significantly contributed to our growth and extended the market reach of our customers.

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

To ensure fair and transparent review of CN's voting trust, Great West Distribution 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.

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

Sincerely,

A handwritten signature in blue ink, appearing to read "J. Manning", with a stylized flourish at the end.

Great West Distribution Ltd.
General Manager

June 16, 2021



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

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

Dear Chairman Oberman:

Recently, Canadian National 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 the Greater Fort Dodge Iowa Region.

For many years, Canadian National has been an integral part of the transportation system. Their railroad safely and reliably connects Fort Dodge/Webster County, Iowa 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 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 that reads "Dennis A. Plautz". The signature is fluid and cursive, with the first name "Dennis" being more prominent.

Dennis A. Plautz
CEO

Greater Fort Dodge Growth Alliance

The Honorable Cynthia T. Brown
Chief, Section of Administration, Office of Proceedings
Surface Transportation Board
395 E Street, SW
Washington, DC 20424

VIA EMAIL: *(Insert email address here)*

RE: FD 36514 Canadian National Railway Company, et al. – Control – Kansas City Southern, et al.

Dear Ms. Brown:

I am writing to the Surface Transportation Board on behalf of the Greater Kansas City Chamber of Commerce (KC Chamber) to urge approval of the voting trust proposed by Canadian National (CN) with respect to Kansas City (KCS). The Greater Kansas City Chamber represents more than 2000 businesses and organizations within our region. KCS has been an important member of the KC Chamber for more than 100 years and a significant contributor to the Kansas City regional economy.

We believe the CN-KCS combination offers great benefits to our community as well as our two nations: seamless single-owner, single-operator service; new and faster routes; significant environmental protections, and increased supply chain efficiency through the creation of this end-to-end merger.

We are hoping that the voting trust proposal is reviewed on a level playing field with the Board's previously approved trust arrangement for the proposed Canadian Pacific/KCS voting trust. It is our belief that considering both voting trust proposals on a level playing field in this phase of the Board's review is important to allow the Board's consideration of and response to any commercial issues during that next phase of its review. Exercising even-handedness in consideration of the voting trusts is, we believe, essential to ensuring a neutral and fair review process.

The proposed CN/KCS trust is identical to the trust that the STB recently approved for a proposed CP/KCS transaction, and even proposes to use the same trustee. In approving the CP's proposed voting trust, the STB determined that the trust structure meets the two criteria for approval of such trusts in that it (1) would not cause unlawful, premature control and that (2) the trust was in the public interest.

The CN/KCS trust is an identical plain vanilla trust, so it, too, should meet the unlawful control test as well as the public interest financial test. From my understanding, CN is one of the most financially-sound railroads and has agreed to forgo share repurchases until its debt ratio returns to pre-deal levels. Having approved the CP trust, it seems only right to approve the CN trust to place both parties on the same footing.

We at the KC Chamber are excited about the prospects of the CN/KCS transaction because it will strengthen competition by adding a stronger rail competitor in the north-south lanes in the industrial center of the country and opens markets with new single-line hauls, creating more efficient movements among Canada, the United States, and Mexico. With CN's commitment to divest the only overlapping line between the CN and KCS systems, it is a true end-to-end merger that preserves existing routing options and enhances competition with its new, single-line routing options for shippers, thereby creating stronger rail-to-rail competition in the north-south corridors.

The KC Chamber is pleased to add its support to the already 1400 other stakeholders who have submitted letters to the STB in support of this transaction. The voting trust, we believe, should be approved so that the Board and the public may move on to consider the merits of the transaction.

Thank you for the opportunity to comment on the voting trust and we hope that you will approve it expeditiously.

Sincerely,

Joe Reardon, President & CEO
Greater Kansas City Chamber of Commerce

Cc: All Parties of Record



June 25, 2021

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

VIA Electronic Filing

**Re: FD 36514 Canadian National Railway Company, et al. – Control -- Kansas City
Southern, et al.**

Dear Ms. Brown:

On behalf of the Greater Shreveport Chamber of Commerce, I am writing the Surface Transportation Board ("STB") to urge approval of the voting trust proposed by Canadian National ("CN") with respect to Kansas City Southern ("KCS") so that it is reviewed on a level playing field with the Board's previously approved trust arrangement for the proposed CP/KCS voting trust.

Considering both voting trust proposals on a level playing field in this phase of the Board's review is important to allow the Board's consideration of and response to any commercial issues during that next phase of its review of the merits of a transaction. Exercising even-handedness in consideration of the voting trusts is essential to ensuring a neutral and fair review process.

The proposed CN/KCS trust is identical to the trust that the STB recently approved for a proposed CP/KCS transaction, and even proposes to use the same trustee. In approving the CP's proposed voting trust, the STB determined that the trust structure meets the two criteria for approval of such trusts in that it (1) would not cause unlawful, premature control and that, (2) the trust was in the public interest, meaning the carriers were financially sound and would not suffer financial hardship in the event KCS had to be divested from the trust.

The CN/KCS trust is an identical plain vanilla trust, so it too should meet the unlawful control test, and also meet the public interest financial test. Our understanding is that CN has agreed to forgo share repurchases until its debt ratio returns to pre-deal levels, and approval of the CN trust in the same manner that the CP/KCS trust was approved places both parties on the same footing.



As the home to the second largest rail yard in the KCS system, we are excited about the prospects of the CN-KCS transaction because it will strengthen competition by adding a stronger rail competitor in the north-south lanes in the industrial center of the country and opens markets with new single-line hauls, creating more efficient movements among Canada, the United States, and Mexico. With CN's commitment to divest the only overlapping line between the CN and KCS systems, a short 70-mile line between New Orleans and Baton Rouge, and to maintain open gateways, it is a true end-to-end merger that preserves existing routing options and enhances competition with its new, single-line routing options for shippers creating stronger rail-to-rail competition in the north-south corridors.

We are pleased to add our support to multitude of other stakeholders who have submitted letters to the STB supporting the transaction. We believe that the voting trust should be approved so that the Board and the public may move on to consider the merits of the transaction.

Thank you for the opportunity to comment on the voting trust and we look forward to your approval.

Sincerely,

Timothy J. Magner Ed.D.
President





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

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

Dear Ms. Brown:

Hopewell Logistics Inc. is a third party Logistics firm and a longstanding customer of CN.

On April 26, 2021, CN filed a letter from Hopewell expressing its support for a CN-KCS transaction on the ground that the combined company would create an enhanced network that would help us better serve our customers.¹ On May 7, 2021, Hopewell submitted a second letter supporting approval of CN's proposed voting trust agreement, so as to ensure that the KCS shareholders would have a level playing field upon which to evaluate both the CN and CP bids.²

Following the Board's subsequent decision to apply the current merger rules to evaluate the CN-KCS transaction,³ Hopewell became unsure of the propriety of voting trust agreements under the current merger rules. As a result, Hopewell proceeded to file a letter through CP stating that "the use of a trust for any merger under the 2001 Major Merger Rules would not be in the public interest."⁴

Since it submitted its letter questioning whether a voting trust would be appropriate under the current merger rules, Hopewell no longer believes that application of the current merger rules are inconsistent with its prior statements to the Board, and would hereby like to retract its letter opposing approval of CN's voting trust agreement. On the contrary, Hopewell is convinced that an opportunity to create the premier railway for the 21st

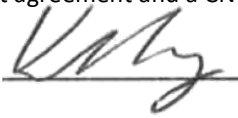
¹ Initial Submission of 409 Statements Supporting Proposed Transaction, CN-4, *Canadian National Railway Company—Control—Kansas City Southern*, STB Finance Docket No. 36514, at 273 (April 26, 2021).

² Submission of 100 Additional Statements Regarding Proposed Transaction and CN's Voting Trust, CN-13, *Canadian National Railway Company—Control—Kansas City Southern*, STB Finance Docket No. 36514, at 87 (May 7, 2021).

³ Decision No. 3, *Canadian National Railway Company—Control—Kansas City Southern*, STB Finance Docket No. 36514 (served May 17, 2021).

⁴ Canadian Pacific Applicants' Submission Of Statements Opposing Approval of Voting Trust, CP-7, *Canadian National Railway Company—Control—Kansas City Southern*, STB Finance Docket No. 36514, at 228 (May 7, 2021).

century connecting North America is truly special, and thus reiterates its full and unequivocal support for both CN's voting trust agreement and a CN-KCS transaction.

Sincerely, 

Kevin Roy
Manager Transportation
Hopewell Logistics

cc: Parties of Record



INDIANA BUSINESS RAILROAD

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:

Indiana Business Railroad (IBR) is a short line partner with Canadian National (CN). IBR rail customers benefit from the safe and efficient service provided by CN. We currently have several customers that could see new growth in rail business with a combination of CN-KCS.

Indiana Business Railroad 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.

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

Sincerely,

J. Brent Lee

J. Brent Lee
Vice President Operations
Indiana Business Railroad
Brent.Lee@IBRail.com
(573) 225-5597

cc: Parties of Record

INDIANA BUSINESS RAILROAD

P. O. BOX 6333

EVANSVILLE, IN 47719



69, 4^e rue Ouest
St-Martin, (QC)
G0M 1B0

Tel: (418) 382-3244
Fax: (418) 382-5870
@: sales@pfindustries.net

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

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

Dear Ms. Brown:

Les Industries P.F. Inc. has been shipping his manufactured goods in Canada, the USA and Mexico through CN's Intermodal services for more than a decade.

Les Industries P.F. 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.

Les Industries P.F. Inc. is proud of our more than 10 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,

Benoit Plante Pellerin
Sales Manager

cc: Parties of Record



INTEPLAST BAGS & FILMS CORP.
A MEMBER OF INTEPLAST GROUP

7503 Vantage Place, Delta, B.C. V4G 1A5
Phone: (604) 946-5431 Fax: (604) 946-5343

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:

Inteplast Bags & Films Corp manufactures plastic bags for large retailers across North America. We have plants in Delta BC, Lolita, TX and St John, NB. We currently work with CN shipping 53ft intermodal containers from Delta, BC to many locations across Canada and from our plant in St John, NB to Western Canadian destinations. CN continues to be a valuable partner and we hope to be able to access new destinations after the acquisition.

Inteplast Bags & Films 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. Inteplast Bags & Films is proud of our 12+ year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Tobi Smith
Logistics Manager

cc: Parties of Record



John N. Roberts
President & Chief Executive Officer

June 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:

J.B. Hunt Transport, Inc. (hereafter "J.B. Hunt") has an established commercial relationship with both CN and KCS. We do business with both rail carriers for the movement of freight through North America, creating efficiencies by virtue of the relationship between truck and rail services to meet our customers' needs. J.B. Hunt has a business model and vision to convert long-haul road freight to intermodal rail freight and appreciates the efforts of CN and KCS to facilitate such intermodal growth.

J.B. Hunt is pleased that the STB has set a timetable for reviewing the voting trust proposed by CN and KCS, and I write to voice our support for its approval. We support the voting trust to preserve the operational *status quo* during the pendency of the STB's full evaluation of the merits of the proposed merger agreement. We also support it as a responsible measure to ensure and preserve KCS's independence and financial well-being during the evaluation process. For these reasons, J.B. Hunt believes the voting trust for the KCS and CN combination should be approved.

Thank you for your consideration of our comments on this important matter.

Sincerely,

A handwritten signature in black ink, appearing to read "John N. Roberts", with a long horizontal line extending to the right.

John N. Roberts,
President and CEO

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:

Through Kansas City Southern de Mexico (KCSM), in JALAMAAR we manage maintenance and repair services for intermodal and automotive equipment of different carriers at the KCSM network.

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

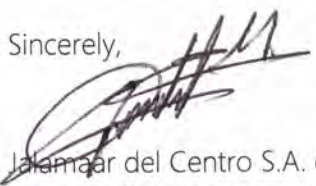
We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions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

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

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

JALAMAAR 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,


Jalamaar del Centro S.A. de C.V.
Ing. Joel Orlando Labrada Martinez
Chief Executive Officer
cc: Parties of Record



30 W. Pershing Road
Suite 200
Kansas City, MO 64108
816.221.2121
fax: 816.842.2865

THINK.COM

June 14, 2021

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

RE: FD 36514 Canadian National Railway Company, et al. – Control – Kansas City Southern, et al.

Dear Ms. Brown –

I am writing this letter to urge approval of the voting trust proposed by Canadian National (CN) with respect to Kansas City Southern (KCS) so that it is reviewed on a level playing field with the Board's previously approved trust arrangement for the proposed CP/KCS voting trust.

Considering both voting trust proposals on a level playing field in this phase of the Board's review is important to allow the Board's consideration of and response to any commercial issues during that next phase of its review of the merits of a transaction. Exercising even-handedness in consideration of the voting trusts is essential to ensuring a neutral and fair review process.

The proposed CN/KCS trust is identical to the trust that the STB recently approved for a proposed CP/KCS transaction, and even proposes to use the same trustee. In approving the CP's proposed voting trust, the STB determined that the trust structure meets the two criteria for approval of such trusts in that it (1) would not cause unlawful, premature control and that, (2) the trust was in the public interest, meaning the carriers were financially sound and would not suffer financial hardship in the event KCS had to be divested from the trust.

The CN/KCS trust is an identical plain vanilla trust, so it too should meet the unlawful control test, and also meet the public interest financial test. From my understanding, CN is one of the *most* financially-sound railroads and has agreed to forgo share repurchases until its debt ratio returns to pre-deal levels. Having approved the CP trust, it seems only right to approve the CN trust to place both parties on the same footing.

I am excited about the prospects of the CN-KCS transaction because it will strengthen competition by adding a stronger rail competitor in the north-south lanes in the industrial center of the country and opens markets with new single-line hauls, creating more efficient movements among Canada, the United States, and Mexico. With CN's commitment to divest the only overlapping line between the CN





30 W. Pershing Road
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THINK.COM

and KCS systems, a short 70-mile line between New Orleans and Baton Rouge, and to maintain open gateways, it is a true end-to-end merger that preserves existing routing options and enhances competition with its new, single-line routing options for shippers creating a stronger rail-to-rail competition in the north-south corridors.

I am pleased to add my support to the already 1400 other stakeholders who have submitted letters to the STB supporting the transaction. The voting trust should be approved so that the Board and the public may move on to consider the merits of the transaction.

The coupling of the CN and KCS is a very good thing for Kansas City. Not only will this merger establish the joint entities U.S. HQ in KC, the operating systems for both railroads create a near nexus in KC. As more manufacturers and logisticians evaluate reshoring and near-shoring strategies in the U.S., Kansas City's location serves the producer, shipper and end consumer perfectly.

Thanks you for the opportunity to comment on the voting trust and hope that you will approve it expeditiously. If you have any questions or concerns, please feel free to contact me directly at 816.591.1874.

Respectfully,

A handwritten signature in black ink, appearing to read "Tim Cowden".

Tim Cowden
President & CEO
cowden@thinkkc.com
816-591-1874

cc: All Parties of Record

Lewis C Howard, Inc.

760 E Vine St. Kalamazoo, MI 49001

Phone: (269) 344-0144

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:

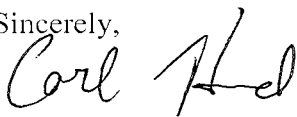
Lewis C. Howard Inc. is a family owned and operated trucking and warehousing company based in Kalamazoo, MI. We trans-load railcars and do last mile delivery with products unloaded. A merger between the CN and KCS would help our customers with a cost efficient way to ship their product both in and out of our warehouse. We have been served by the CN for 30+ years and found they have superior service compared to the other two railroads we are serviced by in Kalamazoo.

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

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

Lewis C. Howard Inc. is proud of our 30+ year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,



Carl Howard
Director of Warehouse Operations

cc: Parties of Record

Lockwood Logistics International 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

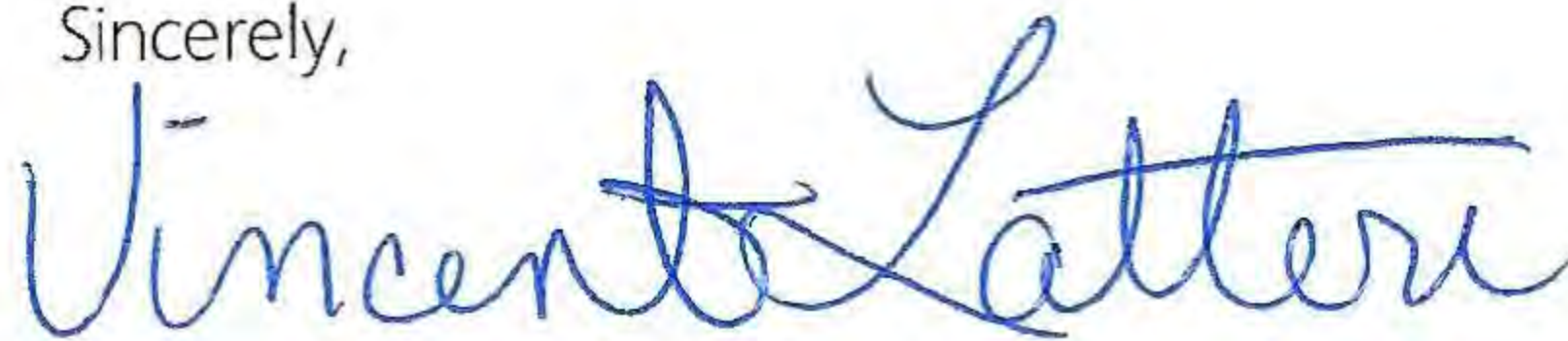
Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

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

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

Sincerely,



Vincent Latteri
President
Lockwood Logistics International Ltd.
201-412-9317

cc: Parties of Record



18833 52 Avenue
Surrey, BC V3S 8E5

P: 866 940 1866

F: 877 940 1866

www.lotusterminals.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:

Lotus Terminals has been working with CN for years now as an intermodal drayage carrier and intermodal marketing partner in various lanes throughout North America.

Lotus Terminals 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.

Lotus Terminals is proud of our 40 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—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,


Prabhjeet Bal
Director

cc: Parties of Record

LSM Commodities Ltd
200 1302 8th Street E.
Saskatoon, SK S7H 0S8
Phone: 1-306-933-0555
Fax: 1-866-553-6288



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:

LSM Commodities Ltd is very satisfied with CN service. We have worked with CN for the last few years shipping sea containers into Asia. We have also worked with CN booking rail cars throughout Canada and into the northern states.

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

LSM Commodities Ltd is proud of 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.

LSM Commodities Ltd

200 1302 8th Street E.

Saskatoon, SK S7H 0S8

Phone: 1-306-933-0555

Fax: 1-866-553-6288



Sincerely,

A stylized, handwritten signature in blue ink, appearing to read 'Perry Demers'.

Perry Demers

LSM Commodities Ltd

200 1302 8th Street E.

Saskatoon, SK S7H 0S8

Phone: 1-306-933-0555

Cell Phone: 1-306-231-4393

E-mail: perry@lsmcommodities.com

Web-site: www.lsmcommodities.com



Box 155, Ludlow, IL 60949
217.396.4111

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:

Ludlow Cooperative Elevator Company is a grain elevator located in east central Illinois that ships grain to the Gulf and southeast US utilizing the Canadian National railroad. This rail line gives our company access to markets that we could not otherwise reach.

Ludlow Coop 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. Ludlow Coop is proud of our 40 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

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

Paul Seaman
General Manager

MCW Transport (2000) inc.
mwilbur@mcwtransport.ca

106 Neville St., Moncton, NB E1A-5J7
Ph: (506) 856-0905
Fax: 866-587-1609

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:

MCW Transport has enjoyed excellent service from CN during the past 20 years while partnering with them on the east coast of Canada. In addition to working with them regionally in the Maritimes they have also allowed us to service some of America's finest Intermodal Marketing Companies here on the east coast including Hub Group, Alliance Shippers, and others.

MCW Transport unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the 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. MCW Transport is proud of our 20-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—clearly demonstrates the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,



Mike Wilbur
President
M.C.W. Transport (2000) inc.
mwilbur@mcwtransport.ca
(506) 856-0905



June 17, 2020

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:

MSP Starch Products Inc. (Manitoba Starch) has had a business relationship with Canadian National Railway (CN) and its subsidiaries using both truck-trailer units and intermodal services for 19+ years. These services have been supplied in both the Canadian and US markets.

MSP Starch Products 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.

MSP Starch Products Inc. is proud of our 19+ 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.

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.

MSP Starch Products Inc. utilizes both truck-trailer and intermodal services. With an eye to increase import and exports, we feel this acquisition would open up new markets in the Southern States we could purchase from.

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Food Ingredient, Nutraceuticals and Animal Health products from Canada to the USA and vice versa.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

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

Sincerely,

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

Earl McLaren
President / CEO
MSP Starch Products Inc.
O/A Manitoba Starch Products

cc: Parties of Record



Martrex, Inc.

www.martrexinc.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:

Canadian National is one of our carriers for molten sulfur from Canada to the US. We have been very satisfied with their service, as they are the only one of the major carriers that have a service rep that keeps in touch.

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

Martrex, Inc. is proud of our 30+ 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,

Bradley J. Boote
President

cc: Parties of Record



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

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

Dear Ms. Brown:

Menard, Inc is a family-owned business headquartered in Eau Claire, WI and has more than 300 home improvement stores located in Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin and Wyoming. Menard, Inc has Distribution Centers in Wisconsin, Illinois, Ohio and Iowa. Menard, Inc sources products throughout the world including Mexico. CN is uniquely able to meet the service needs of Menard, Inc to our Distribution facilities. A CN-KCS combination creates a new valuable direct supply chain that will enhance the ability of Menard, Inc to service our customers throughout the Mid-West in the most cost effective manner.

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

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

Menard, Inc is proud of our 10 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

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

6/17/21

Charlie Menard
Executive Vice President
Manufacturing and Distribution
Menard Inc



701 S. WOODWARD HEIGHTS | SUITE 128 | FERNDAL, MI 48220 | 248.591.4192 | METALOXWAREHOUSING.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, Kansas City Southern Railway Company, Gateway Eastern Railway Company, and Texas Mexican Railway Co.

Dear Ms. Brown:

Metal Ox Warehousing & Logistics LLC has been a customer of CN's for the past year and a half in our Roseville, Michigan location where we receive railcars of aluminum and copper that we store for use in the US supply chain. Metal Ox Warehousing & Logistics unequivocally supports approval of CN's voting trust. We believe CN's proposed voting trust benefits KCS and its shareholders by creating the opportunity for them to make a fair, informed decision when choosing between the competing offers and by shielding them from the lengthy regulatory approval process that would arise following an acquisition of KCS by either CN or CP.

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

I am proud of my almost 30-year relationship with CN, both with Metal Ox Warehousing & Logistics LLC and previous companies I have worked for since 1993 and I appreciate their outreach to us since April regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in black ink, appearing to read "Stacey", followed by a horizontal flourish.

Stacey Wright-Verkeyn
President, Metal Ox Warehousing & Logistics LLC

cc: Parties of Record



June 17, 2021

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

Re: FD 36514 Canadian National Railway Company, et al. – Control -- Kansas City Southern, et al.

Dear Ms. Brown:

I write the Surface Transportation Board (“STB”) to urge approval of the voting trust proposed by Canadian National (“CN”) with respect to Kansas City Southern (“KCS”) so that it is reviewed on a level playing field with the Board’s previously approved trust arrangement for the proposed CP/KCS voting trust.

Considering both voting trust proposals on a level playing field in this phase of the Board’s review is important to allow the Board’s consideration of and response to any commercial issues during that next phase of its review of the merits of a transaction. Exercising even-handedness in consideration of the voting trusts is essential to ensuring a neutral and fair review process.

The proposed CN/KCS trust is identical to the trust that the STB recently approved for a proposed CP/KCS transaction, and even proposes to use the same trustee. In approving the CP’s proposed voting trust, the STB determined that the trust structure meets the two criteria for approval of such trusts in that it (1) would not cause unlawful, premature control and that, (2) the trust was in the public interest, meaning the carriers were financially sound and would not suffer financial hardship in the event KCS had to be divested from the trust.



The CN/KCS should meet the unlawful control test, and also meet the public interest financial test. From my understanding, CN is one of the *most* financially-sound railroads and has agreed to forgo share repurchases until its debt ratio returns to pre-deal levels. Having approved the CP trust, it seems only right to approve the CN trust to place both parties on the same footing.

I am excited about the prospects of the CN-KCS transaction because it will strengthen competition by adding a stronger rail competitor in the north-south lanes in the industrial center of the country and opens markets with new single-line hauls, creating more efficient movements among Canada, the United States, and Mexico. With CN's commitment to divest the only overlapping line between the CN and KCS systems, a short 70-mile line between New Orleans and Baton Rouge, and to maintain open gateways, it is a true end-to-end merger that preserves existing routing options and enhances competition with its new, single-line routing options for shippers creating stronger rail-to-rail competition in the north-south corridors.

I am pleased to add my support to the already 1400 other stakeholders who have submitted letters to the STB supporting the transaction. The voting trust should be approved so that the Board and the public may move on to consider the merits of the transaction.

Thank you for the opportunity to comment on the voting trust and hope that you will approve it expeditiously.

Sincerely,

Daniel P. Mehan
President and CEO
Missouri Chamber of Commerce and Industry

cc: All Parties of Record



June 17, 2021

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

Re: FD 36514 Canadian National Railway Company, et al. – Control - Kansas City Southern, et al.

Dear Ms. Brown,

I write the Surface Transportation Board (“STB”) to urge approval of the voting trust proposed by Canadian National (“CN”) with respect to Kansas City Southern (“KCS”).

The proposed CN/KCS trust is identical to the trust that the STB recently approved for a proposed Canadian Pacific (“CP”)/KCS transaction, and even proposes to use the same trustee. From my understanding, CN is one of the *most* financially-sound railroads and has agreed to forgo share repurchases until its debt ratio returns to pre-deal levels. Having approved the CP trust, it seems only right to approve the CN trust to place both parties on the same footing.

The CN-KCS transaction should strengthen competition by adding a stronger rail competitor in the north-south lanes in the industrial center of the country and open markets with new single-line hauls, creating more efficient movements among Canada, the United States, and Mexico. CN's commitment to divest the only overlapping line between the CN and KCS systems and to maintain open gateways, would allow for a true end-to-end merger preserving existing routing options and enhancing competition with its new, single-line routing options for shippers, creating stronger rail-to-rail competition in the north-south corridors.

Thank you for the opportunity to comment on the voting trust, and I hope that you will approve it expeditiously.

Sincerely,

Robert B. Dixon
Director
Missouri Department of Economic Development

Cc: All Parties of Record





MOTIVE RAIL, INC.

P.O. Box 4283
SCOTT CITY, MO 63780
WWW.MOTIVERAIL.COM

PHONE: 573-334-1201
FAX: 573-339-1204
EMAIL: INFO@MOTIVERAIL.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:

Motive Rail, Inc is a partner with CN in multiple state operations and has always seen CN as a long-term forward looking company that when they see the opportunity to improve their service to customers looks at companies like us to step in and meet the need. The new CN-KCS merger will produce more opportunities for our customers as well as Motive Rail and other shortline companies.

Motive Rail, 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.

Motive Rail, Inc. is proud of our 7-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—clearly demonstrates the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Les Respondek
Motive Rail, Inc.
VP Business Development

cc: Parties of Record



June 24, 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:

Oceanex Inc. has had a long-standing partnership with CN, working collaboratively on the movement of new automobiles to Newfoundland for more than 20 years. Newfoundlanders rely heavily on this service, which is responsible for the smooth transportation of more than 90% of all new automobiles to the province. Throughout the years, the CN team has worked closely with Oceanex operations and commercial teams in eastern Canada to provide a consistent, reliable service and liaise with our valued customers.

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

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

Oceanex Inc. is proud of our 30-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Matthew Hynes
Executive Vice President

CORPORATE OFFICE

Suite 701
Baine Johnston Centre
10 Fort William Place
St. John's, NL, Canada
A1C 1K4
(709) 758-0382

ST. JOHN'S

385 Water Street
P.O. Box 5097
St. John's, NL, Canada
A1C 5V3
(709) 722-6280

HALIFAX

577 Marginal Road
P.O. Box 2468 Central
Halifax, NS, Canada
B3J 3E4
(902) 429-9201

MONTREAL

2550-630 boul René-Lévesque O
Montréal, QC, Canada
H3B 1S6
(514) 875-9244

TORONTO

Suite 114
2550 Argentia Road
Mississauga, ON, Canada
L5N 5R1
(289) 998-9244

ISO 9001
CERTIFIED





PAR Sales & Transportation, Inc.

6327 Constitution Drive • Fort Wayne, IN 46804

Tel. (260) 969-2201 • Fax: (260) 436-2215 • Email: rob@pstransport.com

June 22, 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:

PAR Sales & Transportation, Inc. (PST) is a shipper of industrial chemicals doing business throughout the U.S., Canada and Mexico, with all Class I railroads including the CN and the KCS.

PST 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.

Our company has had a relationship with the CN for over 10 years and appreciates 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,

Rob Winkeljohn
General Manager



**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:

Ponderosa Petroleum is midstream logistics company specializing in transporting and marketing a variety of petroleum products throughout Canada, the United States and Mexico. We have been dealing CN for over a decade to connecting our customers all over the continent and have been satisfied with their service and established business relationship over time, etc.

Ponderosa Petroleum 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, Ponderosa Petroleum 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.

Ponderosa Petroleum is proud of our 10-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Brandon Burgess
Logistics Manager

A handwritten signature in black ink, appearing to read "B. Burgess", is written over the printed name and title.



RAY-CARROLL COUNTY GRAIN GROWERS, INC.

post office box 158 / richmond, missouri 64085

816-776-2291

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

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

Dear Ms. Brown:

Ray-Carroll County Grain Growers is a full-service agricultural cooperative operating in central Missouri. Our customers have counted on us for grain, agronomy, precision ag services, insurance, energy and feed solutions since 1931. While based in Richmond, we also have locations in Brunswick, Carrollton, Corder, Hardin, Mayview, Norborne, Slater, Sumner and Wakenda. Having five of the previous nine locations mentioned served by the Kansas City Southern, we have a vested financial interest in the proposed acquisition of the Kansas City Southern by the Canadian National. Ray-Carroll has had a mutualistic relationship with the Kansas City Southern for over twenty years. Both organizations have experienced beneficial growth throughout this relationship.

Ray-Carroll County Grain Growers supports the establishment of a voting trust for the Canadian National's bid for the Kansas City Southern. Establishing a voting trust is not only beneficial to the Kansas City Southern shareholders but its customers as well. The Canadian National has proposed using the same voting trust structure as the Canadian Pacific, which the Board approved with a modification. For the reasons the STB provided in making its decision allowing the Canadian Pacific's voting trust, we believe the Canadian National should also be allowed a voting trust. This outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Ray-Carroll County Grain Growers strongly supports the formation of a voting trust in the acquisition of the Kansas City Southern by the Canadian National. We look forward to the STB approving the voting trust for the benefit of the Kansas City Southern shareholders and customers.

Sincerely,

Beau Hepler
General Manager



3875 Airport Rd
Waterford, MI 48329

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:

Red Lava, Inc.] is a CN customer looking forward to the opportunity of expanding the areas we can be serviced from.

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

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

Red Lava, Inc. is proud of our 29 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

David Alverson
President

cc: Parties of Record



Reliance Carriers Inc



2810 Argentia Road Unit#8&9
Mississauga, ON, L5N 8L2
Ph 905 670 9977, Fax 905 670 9922
www.reliancecarriers.com
sonia@reliancecarriers.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:

RELiance CARRIERS INC. is a 3PL logistics agent, primarily servicing our LTL customers based to and from Western Canada. CN's current market reach is limited in helping us penetrate new markets such as Texas where we plan to expand soon.

RELiance CARRIERS 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.

RELiance CARRIERS INC. is proud of our 6+ 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—clearly demonstrates the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Sonia Aulakh
Operations Manager
Reliance Carriers Inc.



**SADOFF IRON &
METAL COMPANY**

THE PREFERRED CHOICE IN RECYCLING

June 17, 2021

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

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

Dear Ms. Brown,

Sadoff Iron and Metal Company is a 3rd generation family-owned, 75-year-old scrap metal and e-scrap recycling company based in Fond du lac, Wisconsin. Sadoff has nine physical locations throughout Wisconsin and Nebraska. We utilize CN rail services at our Fond du Lac and Manitowoc, Wisconsin locations. This relationship goes back to when the CN purchased the Wisconsin Central in 2001. We have found the CN to be a valued business partner over the course of our relationship.

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

Sadoff Iron and Metal Company is proud of our 20+ 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 – clearly demonstrates the customer-focused approach to business that Canadian National has demonstrated since the inception of our relationship. We

Wisconsin

Berlin: 920.361.1450
Fond du Lac: 920.921.2070
Green Bay: 920.434.0137
Manitowoc: 920.684.3388
Oshkosh: 920.651.9398
Sheboygan: 920.457.2431

Nebraska

Lincoln: 402.470.2510
Omaha: 402.345.6624



THE PREFERRED CHOICE IN RECYCLING

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 'Mark H. Lasky', is written over the typed name.

Mark H. Lasky
Chief Executive Officer

cc: Parties of Record

Wisconsin

Berlin: 920.361.1450
Fond du Lac: 920.921.2070
Green Bay: 920.434.0137
Manitowoc: 920.684.3388
Oshkosh: 920.651.9398
Sheboygan: 920.457.2431

Nebraska

Lincoln: 402.470.2510
Omaha: 402.345.6624



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:

SaniQ, as a highly satisfied customer of our productive relationship with KCS, AND with expectation follows the decision about the merger approval between CN and KCS.

SaniQ, 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.

SaniQ is proud of our 7 year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,


Mario Martin Bravo Buenrostro
COO



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:

Seaboard Special Crops (SSC) is excited to learn of his opportunity to solidify our continued work with CN and KCS going forward and the opportunities it will bring to strengthen our relations and add value to our business units. With the ongoing Transpacific Partnerships and more access to Northern American/Mexico markets we feel this is be a great opportunity for us once this acquisition is complete.

SSC 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, SSC 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.

SSC is proud of our 12-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in black ink, appearing to read "Chad Campbell".

Chad Campbell
G.M. Seaboard Special Crops
C: 1-306-932-7711 | P: 1-306-565-3911
S: chad88seaboard@outlook.com
2595 Quance Street East, Suite 201
Regina Saskatchewan S4V 2Y8
seaboarcoverseas.com
seaboardspecialcrops.com





130, des Cheminots
Shawinigan, QC G9T 5K4

Friday, June 17th, 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:

SPB Equipments is constantly working with CN for moving locomotives to our Shawinigan facility and also to ship scrap to the USA.

SPB Equipments 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.

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

Sincerely,

Elliott Perry
President

A handwritten signature in black ink, appearing to read "Elliott Perry", written over the printed name.

17-06-2021

cc: Parties of Record



Sterling Services, Ltd.

702 E. Eleven Mile Road • Royal Oak, Michigan 48067 • (248) 298-2973 • Fax (248) 293-2977

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:

Sterling Services Ltd is a woman owned and operated business in Hamtramck MI that has had a working relationship with CN since the company's founding back in 1986. We receive and ship a number of petroleum and chemical products via rail including: raw materials and finished goods for deicer products that are crucial for airports in the Midwest winter operations and shipping raw materials from the Michigan area to the Gulf Coast for bio-diesel production.

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

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

Sterling Services Ltd is proud of our 30+ year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

Jason Eddleston
VP of Operations
Sterling Services Ltd
248-298-2973 (phone)
248-298-2977 (fax)



**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:

STIHL Limited is very satisfied with the continued relationship with CN over the past years managing our intermodal material shipments across Canada.

STIHL 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.

STIHL Limited is proud of our 10+ year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in blue ink, appearing to read "Chris Hart", is written over the typed name.

STIHL Limited
Chris Hart
Purchasing Manager

cc: Parties of Record



STUPP
CORPORATION
THE ENERGY-FILLED COMPANYSM

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

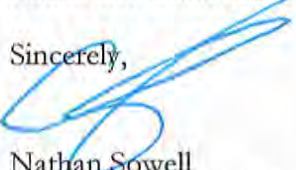
Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Stupp Bros., Inc. d/b/a Stupp Corporation is served both by CN & KCS at our pipe manufacturing facility in Baton Rouge, LA. Whether it is the CN bringing in steel coils from the Midwest, both class 1 railroads pulling 89' flats loaded with API line pipe, or the KCS pushing in and taking out scrap cars out of our facility, both class 1 railroads have been strategic partners over my 13 years at Stupp Corporation.

Stupp Bros Inc d/b/a Stupp Corporation is continually growing our relationship with the CN and appreciate their outreach 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. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,



Nathan Sowell
Director of Project Management & Strategic Services
Stupp Corporation
(225)678-3075

12555 Ronaldson Road
Baton Rouge, Louisiana 70807

800.933.7473 **office**
225.775.7610 **fax**

www.stuppcorp.com



SYNERGY

GRAIN 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:

Synergy Grain Trading Ltd. is a grain company that has worked with CN for over 5 years to ship product from Ontario, Canada to North American destinations to service customers.

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

Synergy Grain Trading Ltd. 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,

Ken Whitelaw
Managing Director

cc: Parties of Record



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

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

Dear Ms. Brown:

TG Appliance Group is a customer of CN rails distribution network primarily through the service it provided in inbound freight in the appliance industry. We also utilize CN to evaluate opportunities for international distribution of our products.

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 partnership with KCS will allow us to access a broader geographic distribution. It will also simplify our interactions in this space. As a midsize privately held corporation that simplification is paramount to our ability to compete with larger more sophisticated entities. The consolidation here enables us, like many others, to access scale without having to maintain many different relationships and the high costs those would bring to our organization.

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:

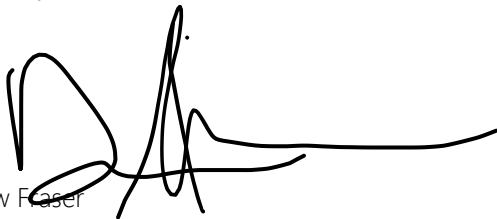
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Appliances from the United States of America and Mexico to Brampton, Ontario, Canada.
- CN's significant experience providing seamless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

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

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

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

Sincerely,

A handwritten signature in black ink, appearing to read 'Drew Fraser', with a long horizontal flourish extending to the right.

Drew Fraser
VP Operations
TG Appliance Group

cc: Parties of Record



420 W MARION

MONTICELLO, IL 61856

ATLANTA * ATWOOD * BEASON * BEMENT * CISCO * EMERY * JOHNSTON SIDING * KRUGER * LAPLACE
MAROA * MILMINE * MONTICELLO * PIERSON * SEYMOUR

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:

Topflight Grain Cooperative 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.

Topflight Grain Cooperative is proud of our 23 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,

Jeremy D. Glauner

Merchandiser

cc: Parties of Record



TROPIC OIL

— COMPANY —

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

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

Dear Ms. Brown:

Tropic Oil Company has been a customer of the Canadian National Railway for the past several years. CN handles the logistics for petroleum products we ship out of Mississauga, Ontario to the west and east coasts of the United States. Their service for Tropic Oil and its customers has been excellent and we have enjoyed this mutually beneficial relationship and look forward to continuing this in the future.

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

Tropic Oil Company is proud of several 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,

Dave Ricketts
Director, Specialty Products
Tropic Oil Company



UNION CITY TERMINAL RAILROAD

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:

Union City Terminal Railroad (UCT) is a Class III railroad and short line partner with Canadian National (CN). UCT rail customers benefit from the safe and efficient service provided by CN. We currently have several customers that could see new growth in rail business with a combination of CN-KCS.

Union City Terminal Railroad 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.

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

Sincerely,

J. Brent Lee

J. Brent Lee
Vice President Operations
Union City Terminal Railroad
Brent.Lee@IBRail.com
(573) 225-5597

cc: Parties of Record

UNION CITY TERMINAL RAILROAD

P. O. BOX 926

UNION CITY, TN 38281



315 W. 3rd Street
Pittsburg, KS 66762
(620) 231-2230

watco.com

June 17, 2021

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

VIA EMAIL: dsmith@watco.com

**Re: FD 36514 Canadian National Railway Company, et al. – Control -- Kansas City
Southern, et al.**

Dear Ms. Brown:

We write the Surface Transportation Board (“STB”) to urge approval of the voting trust proposed by Canadian National (“CN”) with respect to Kansas City Southern (“KCS”) so that it is reviewed on a level playing field with the Board’s previously approved trust arrangement for the proposed CP/KCS voting trust.

Considering both voting trust proposals on a level playing field in this phase of the Board’s review is important to allow the Board’s consideration of and response to any commercial issues during that next phase of its review of the merits of a transaction. Exercising even-handedness in consideration of the voting trust is essential to ensuring a neutral and fair review process.

The proposed CN/KCS trust is identical to the trust that the STB recently approved for a proposed CP/KCS transaction, and even proposes to use the same trustee. In approving the CP’s proposed voting trust, the STB determined that the trust structure meets the two criteria for approval of such trusts in that it (1) would not cause unlawful, premature control and that, (2) the trust was in the public interest, meaning the carriers were financially sound and would not suffer financial hardship in the event KCS had to be divested from the trust.

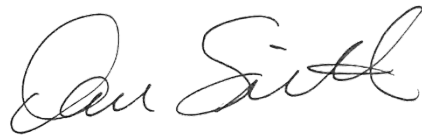
The CN/KCS trust is an identical plain vanilla trust, so it too should meet the unlawful control test, and also meet the public interest financial test. From our understanding, CN is one of the *most* financially-sound railroads and has agreed to forgo share repurchases until its debt ratio returns to pre-deal levels. Having approved the CP trust, it seems only right to approve the CN trust to place both parties on the same footing.

We are excited about the prospects of the CN-KCS transaction because it will strengthen competition by adding a stronger rail competitor in the north-south lanes in the industrial center of the country and opens markets with new single-line hauls, creating more efficient movements among Canada, the United States, and Mexico. With CN's commitment to divest the only overlapping line between the CN and KCS systems, a 70-mile line between New Orleans and Baton Rouge, and to maintain open gateways, it is a true end-to-end merger that preserves existing routing options and enhances competition with its new, single-line routing options for customers creating stronger rail-to-rail competition in the north-south corridors.

We are pleased to add our support to the already 1,400 other stakeholders who already submitted letters to the STB supporting the transaction. The voting trust should be approved so that the Board and the public may move on to consider the merits of the transaction.

Thank you for the opportunity to comment on the voting trust and we hope that you will approve it expeditiously.

Sincerely,

A handwritten signature in black ink, appearing to read "Dan Smith". The signature is fluid and cursive, with the first name "Dan" and last name "Smith" clearly distinguishable.

Dan Smith
Chief Executive Officer

cc: All Parties of Record



Waterloo Central Railway

50 Isabella Street, Post Office Box 546
St. Jacobs, Ontario N0B 2N0

Ontario Shortline License No. 0013, Shortlines Railway Act

June 16, 2021

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

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating 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 Waterloo Central Railway is a shortline railway that operates in the Province of Ontario, in Canada directly partnering with CN on the same trackage. Our relationship with CN is exemplary and we value them as a partner in our operation but more importantly we are intimately aware of the many customers served by CN who will directly benefit from this proposal between CN and Kansas City Southern. The customers served by CN in our area directly transport materials to the US and Mexican Gulf of Mexico area

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

The Waterloo Central Railway is proud of our 15 plus year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. Their voting trust—as well as their request that the STB review their voting trust concurrently with its review of CP's trust with a period for public comment—demonstrates clearly the customer-focused approach to business that CN has demonstrated since the inception of our relationship. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust as well as the entire transaction.

Sincerely,

A handwritten signature in black ink that reads "Peter McGough".

Peter McGough,
General Manager,
Waterloo Central Railway.

Mobile: 1.519.572.8140
Email: gm@waterloocentralrailway.com

cc: Parties of Record