

**BEFORE THE
SURFACE TRANSPORTATION BOARD**

STB FINANCE DOCKET NO. 36514

ENTERED
Office of Proceedings
June 28, 2021
Part of
Public Record

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

**JOINT SUBMISSION OF 27 ADDITIONAL STATEMENTS SUPPORTING
VOTING TRUST**

Applicants Canadian National Railway Company (“CN”) and Kansas City Southern (“KCS”) respectfully submit the enclosed 27 additional 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 proposed CN-KCS voting trust. 18 of these letters also support the transaction itself. This filing brings the total number of support letters filed to more than 1,700.

Applicants are honored that today’s additional 27 letters include support from Governor Asa Hutchinson of Arkansas and Mayor Quinton Lucas of Kansas City, Missouri. Multiple other state and local leaders also voice their support in letters in today’s second round of support filing.

Today’s second round of support letters continues to demonstrate the incredible level of support shown by CN and KCS partners, customers, and government and community leaders. 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,

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

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CN
601 Pennsylvania Ave, NW
Suite 500, North Building
Washington, DC 20004
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*Counsel for Canadian National Railway Company, Grand Trunk Corporation, and
CN's Rail Operating Subsidiaries*

Adam J. Godderz
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(816) 983-1324
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/s/ Raymond A. Atkins
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1501 K Street, N.W.
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(202) 736-8000
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/s/ William A. Mullins
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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

INDEX OF ENCLOSED SUPPORT STATEMENTS

STATEMENTS SUPPORTING TRANSACTION

1. Mayor Quinton Lucas, Kansas City, Missouri
2. Mississippi State Senator Dean Kirby
3. Wisconsin State Representative Warren Petryk
4. The Honorable Dan Boren (Retired)
5. Former Oklahoma Senate Leader Stratton Taylor
6. Asesoria y Gestoria al Comercio Exterior S. C.
7. BeerMex
8. Harinas de Omallo SAPI de C.V.
9. Henco Global S.A. de C.v.
10. Impex Forwarding Agency, Inc.
11. Logistics Innovation Cluster of Queretaro
12. Metalsa S.A. de C.V.
13. Nufarm Americas, Inc.
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18. WWL VEHICLE SERVICES S. de R.L. de C.V.

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1. The Honorable Governor Asa Hutchinson
2. CB Constantini LTD
3. KC SmartPort
4. Central States Enterprise
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6. MGT Management, Inc.
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8. Oxidental Chemical Corporation
9. SPI Logistics

CERTIFICATE OF SERVICE

I hereby certify that on this 28th day of June, 2021, a copy of the foregoing Joint Submission of 27 Additional Statements Supporting 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

CITY OF FOUNTAINS
HEART OF THE NATION



KANSAS CITY
MISSOURI

QUINTON D. LUCAS
Mayor

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

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 approve of the voting trust proposed by Canadian National (“CN”) with respect to Kansas City Southern (“KCS”) based on its importance to Kansas City, where I serve as mayor.

The proposed transaction will retain Kansas City as the company’s United States headquarters, where Kansas City Southern has been based since the 19th century. This will expand economic opportunity and job growth to our city directly and indirectly by providing well-paid jobs to our community and increasing the access for suppliers to our region. By establishing rail that grants access to the East Coast via Chicago among other regional lines, the CN-KCS transaction will bolster Kansas City’s economic output. I also am excited about the prospect of the CN-KCS transaction as it will strengthen competition by adding a stronger rail competitor in the north-south lanes in the industrial center of the country. The transaction opens markets with new single-line hauls which creates more efficient movements among Canada, the United States, and Mexico.

I am pleased to add my support to the many 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 your consideration and I look forward to a long and successful partnership.

Very truly yours,

A handwritten signature in black ink, appearing to be 'QD Lucas', with a stylized, flowing script.

Quinton D. Lucas



COMMITTEE ASSIGNMENTS:

Rules, Chairman
Local and Private, Vice-Chairman
Economic and Workforce Development
Finance
Insurance
Interstate and Federal Cooperation
Judiciary A
LBO

P.O. Box 1018
Jackson, MS 39215
dkirby@senate.ms.gov

Mississippi State Senate

SENATOR DEAN KIRBY

President Pro Tempore

District 30

Rankin County

June 28, 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 Rankin County and Mississippi.

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

I have worked with Canadian National for many years and appreciate their responsiveness and openness to the needs of residents. Canadian National has operated in the United States for more than 100 years and is committed to being a strong local partner in every community where it operates. CN has made more than \$350 million in capital expenditures statewide during the last five years.

Finally, I was encouraged by the STB's decision to approve the voting trust for Canadian Pacific's proposed acquisition of Kansas City Southern and urge the STB to promptly reach the same decision

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

Sincerely,

A handwritten signature in black ink, appearing to read "Dean Kirby", with a stylized flourish extending from the end.

Dean Kirby
President Pro-Tempore
Mississippi State Senate

cc: Parties of Record



Warren Petryk

State Representative • 93rd Assembly District

June 25, 2021

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

Dear Chairman Oberman:

Recently, Canadian National and Kansas City Southern announced they would combine to create the premier railway for the 21st century--which would connect ports throughout the United States, Mexico and Canada. This railway will allow businesses throughout western Wisconsin to flourish economically while also enabling them to use a form of transportation that is much more sustainable.

Throughout my time in office, I have had many conversations with businesses who would benefit from being able to transport goods internationally through railways. In particular, Menards Inc., a major employer in western Wisconsin would greatly benefit from being able to transport their products internationally via railways as it expands their consumer market while also decreasing the amount of products they must transport via highways--a transportation method that further congests highways.

I believe that Canadian National's combination with Kansas City Southern will benefit businesses in my area, and the State of Wisconsin as a whole tremendously. This mode of transformation will be more cost efficient, sustainable and allow businesses throughout the area to tap into a larger consumer base.

For all the reasons stated above, I strongly support Canadian National's proposed combination with Kansas City Southern. Because of this, I would encourage the STB to reach the same decision as the voting trust.

Sincerely,

A handwritten signature in black ink, appearing to read "Warren Petryk", with a large, stylized flourish at the end.

Warren Petryk
State Representative
93rd Assembly District



DAN BOREN
MEMBER OF CONGRESS
2005-2013

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 Oklahoma.

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

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

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

Sincerely,

A handwritten signature in dark ink, appearing to read "Dan B", with a stylized flourish at the end.

Dan Boren

cc: Parties of Record

TAYLOR, FOSTER, MALLETT, DOWNS, RAMSEY & RUSSELL

A Professional Corporation

Stratton Taylor†
Toney D. Foster
Brad Mallett†
Darrell W. Downs*†
Mark H. Ramsey†
Clint Russell†
Jacob R. Daniel
Colton G. Scott
Jonathan (Jon) R. Wade

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* Also Licensed in Arkansas
† Admitted in certain Tribal Courts

June 28, 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 state of Oklahoma and the region.

For many years, Canadian National has been an integral part of the transportation system. Their railroad safely and reliably connects Oklahoma 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.

As the former leader of the Oklahoma Senate, I have been very familiar 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. CN has been a good community partner for many places in the U.S. and I believe would only continue to do so with the merger.

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 yours,

A handwritten signature in black ink, appearing to read "Stratton Taylor", written over the printed name.

Stratton Taylor

ST:lp

cc: Parties of Record



Asesoría y Gestoría al Comercio Exterior, S.C.

AGENCIA ADUANAL

Jorge Villarreal Tavera

Patente Nacional 3564

H. MATAMOROS TAMPS. JUNE 23, 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:

Asesoría y Gestoría al Comercio Exterior S. C. is a company that maintains a business relationship with Kansas City Southern since 2016. We have been working together always having an excellent service and support. They always accomplish with our expectative.

Asesoría y Gestoría al Comercio Exterior S. C. supports the combination of Canadian National and Kansas City Southern because it will create a faster, safer, cleaner, and more direct service for North-South trade. The combination will help to improve the potential of the USMCA.

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

For AGACE it is important to have this service because our clients have operations every day, this mode of rail transportation is vital for us and the use of Kansas City Southern is reliable and safe for all of our operations.

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



Asesoría y Gestoría al Comercio Exterior, S.C.

AGENCIA ADUANAL

Jorge Villarreal Tavera

Patente Nacional 3564

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 and Sugar (SCB), from USA 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. Asesoría y Gestoría al Comercio Exterior 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.

Asesoría y Gestoría al Comercio Exterior S.C. is confident 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 Villarreal Tavera
Customs Agent
Patent 3564



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

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

Dear Ms. Brown:

Insumos Cerveceros del Sureste SA de CV is in business relationship over time from around one year ago, they help us with all our containers from USA and Canada.

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

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

We usually use the intermodal transportation and there include the train from Vancouver, Canada, to Puerta Mexico, Toluca, and also from Chicago to San Luis Potosi, frequently CN help us with that and we with all satisfaction.

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

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

Insumos Cerveceros del Sureste 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.

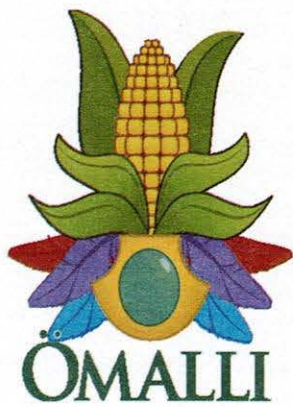
Sincerely,

A handwritten signature in blue ink, appearing to read "Fernando Elizalde".

Fernando Elizalde
Chief of procurement and distribution

The BEERMEX logo, featuring the company name in a bold, serif font, with "INSUMOS CERVECEROS" written below it. Above the name are four small icons: a water drop, a wheat stalk, a hop cone, and a triangle. The logo is flanked by two wheat stalks.

Insumos Cerveceros del Sureste, SA de CV
Calle 33 # 277 x 31 B y 12 Col. San Nicolás
C.P. 97147 Mérida, Yucatán
RFC: ICS180227EIO
www.beermex.com.mx



HARINAS DE OMALLI, S.A.P.I. DE C.V.

JAMES WATT LT. 2 S/N, PARQUE INDUSTRIAL CUAMATLA CUAUTITLÁN IZCALLI, ESTADO DE MÉXICO C.P. 54730
TEL. (55) 4749-4040 AL 43, 01 800 249-0528

June 25, 2021

Attention: Surface Transportation Board

My name is Luis Galindo Sevilla, and I am President of the Board of Harinas de Omalli SAPI de CV. We have a Corn flour mill in Mexico city and since our opening in 2013 almost all of our corn has been delivered by the KCS. The have been great partners for our company.

We are supportive of the CN transaction. We believe with this acquisition we can benefit with more originations of corn at a better rate. At the same time, we think one of the primary benefits of a railroad with more resources is that it will allow for improved transit times and reliability.

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

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


Luis Galindo Sevilla



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

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

Dear Ms. Brown:

Henco Global S.A. de C.V. predicts great potential on the long-term relationship that can be built with this merger by developing business that benefits both parties. Henco Global 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.

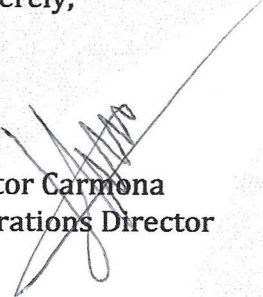
Central to the CN's bid for KCS is the establishment of a voting trust that benefits KCS shareholders. Henco Global S.A. de C.V. unequivocally supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons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



Roble 668 - A Colonia Urdiales,
Monterrey, N.L. México. C.P. 64430
Tel (81) 8158 2800
info@henco.com.mx

Henco Global 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,



Hector Carmona
Operations Director



IMPEX

Forwarding Agency, 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:

Impex Forwarding Agency, Inc. has been working with Kansas City Southern Railway for years. KCSR has the best customer services and can guarantee 100% satisfaction.

Impex Forwarding Agency, 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.

Impex Forwarding Agency, Inc. has been utilizing railway with Kansas City Southern Railway.

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.
- 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. Impex Forwarding Agency, 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.

Impex Forwarding Agency, 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,

Cesar Rene Rodriguez
General Manager

cc: Parties of Record



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

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

Dear Ms. Brown:

Logistics Innovation Cluster of Queretaro CILQRO looks the evolution for Queretaro and Central Mexico region, focus in the improvement for four principal KPI's : Fill rate, Inventory level, Forecast Accuracy and Logistics cost. An honor to have Kansas City Southern as one of our main members.

CILQRO 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.

KCS is a very important factor to give benefits in logistics costs to the companies established in Queretaro, Queretaro is a Kansas City Southern natural rail service provider.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us. 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 CILQRO members from Queretaro to United States and Canada.
- Canadian National has significant experience providing seamless intermodal service throughout their network and across borders.

- Intermodal services right now are a must use in Queretaro logistics, and Canadian National is one of the greatest providers of this transportation mode.

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

CILQRO 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 be 'CCT', is positioned above the typed name and title.

Carlos Alberto Canseco Talavera
CILQRO Director

cc: Luis Enrique Hernandez – CILQRO President

Surface Transportation Board (“STB”)

Cynthia T. Brown

Chief, Section of Administration

Office of Proceedings

395 E. Street, S.W.

Washington, DC 20423-0001

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

Dear Ms. Brown:

Metalsa, S.A. de C.V. (“Metalsa”) is currently a customer of Kansas City Southern the Mexico, S.A. de C.V. (“KCSM”) for the transportation of automotive products from Apodaca, N.L., Mexico to Apaseo el Grande, Guanajuato, Mexico and from Apodaca, N.L., Mexico and to Nuevo Laredo, Tamps. Mexico (where the products are then transported by a different railroad company to San Antonio, TX and to Sterling Heights, MI).

Regardless that Metalsa’s relationship with KCSM is currently in good terms, we wish to express that KCSM’s performance has been decreasing during the last 3 years.

Metalsa accepts the combination of Canadian National and Kansas City Southern because we need and expect that it will create faster, safer, cleaner, and more direct service for North-South trade. Hopefully, the combination will help achieve the potential of the USMCA.

We understand and expect that Canadian National’s strong track record of success providing superior service, intermodal capabilities, and safety, will improve the services currently provided by KSCM to serve our needs. Metalsa understands that Canadian National’s 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.

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

For example:

- We expect that the combined company’s single-owner, single-operator service will enhance the current services in the competitive markets in which we operate, benefiting our shipments of chassis frames from Apodaca, NL, Mexico to Laredo, TX, USA, Sterling Heights, MI and Apaseo el Grande, Guanajuato, Mexico.

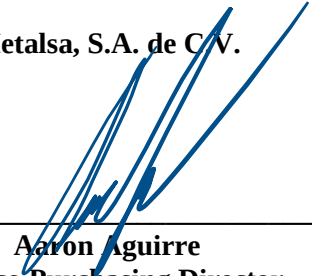
- We understand that Canadian National has significant experience providing intermodal service throughout their network and across borders.

Central to the Canadian National's bid for Kansas City Southern is the establishment of a voting trust that benefits Kansas City Southern shareholders. Metalsa grants 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. We also believe that this outcome will allow Kansas City Southern's shareholders to make a fair and informed decision on combining with Canadian National.

Metalsa is confident in and accepts 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 yours,

Metalsa, S.A. de C.V.



Aaron Aguirre
Mexico Purchasing 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

Nufarm Americas Inc.
11901 South Austin Avenue
Alsip, Illinois 60803
United States
Toll-Free 800 345 3330

nufarm.com/us

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

Dear Ms. Brown:

Nufarm Americas, Inc. is a chemical manufacturer that is serviced by the Canadian National Railroad for both intermodal container service and rail tank car services.

Nufarm Americas, 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.

Nufarm America Moves both Rail tank cars through out the US and Canada, and we have import intermodal containers moving from ports of Vancouver and Prince Rupert to Chicago and the merger may someday actually provide some access for intermodal to our facilities in Mississippi and Missouri.



Nufarm Americas Inc.

11901 South Austin Avenue
Alsip, Illinois 60803
United States

Toll-Free 800 345 3330

nufarm.com/us

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 [herbicides and raw materials] from Vancouver to Mississippi and Missouri.
- 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. Nufarm Americas, 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, Nufarm Americas, 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.



Nufarm Americas Inc.

11901 South Austin Avenue
Alsip, Illinois 60803
United States

Toll-Free 800 345 3330

nufarm.com/us

Nufarm Americas, 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,

Vic Sweetwood

Vic Sweetwod
DOT and Rail Fleet Manager / Import Agent.
Nufarm Americas Inc.

cc: Parties of Record



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

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

Dear Chairman Oberman:

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

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

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

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

Sincerely,

Bobby Alexander
President

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 dark ink, appearing to read 'JJ', is written over a horizontal line.

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



ROGERS STATE UNIVERSITY

OFFICE OF THE PRESIDENT

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 Claremore, Oklahoma, and the northeast region of the state.

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

In my opinion, it would be a prudent merger. Canadian National has operated in the United States for more than 100 years and is committed to being a strong local partner in every community where it operates.

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

Larry Rice
President

cc: 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

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.

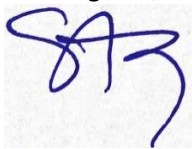
I am excited about the prospects of the CN-KCS transaction because it will strengthen competition by adding a stronger rail competitor in the north-south lanes in the industrial center of the country and opens markets with new single-line hauls, creating more efficient movements among Canada, the United States, and Mexico. With CN's commitment to divest the only overlapping line between the CN 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 1,400 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 Denton Economic Development Partnership is charged with attracting new jobs and capital investment to Denton, Texas, a suburb of the DFW Metroplex. A large part of those efforts are directed towards increasing our industrial tax base, specifically as it relates to rail served entities. This proposed merger would greatly enhance our ability to market Denton as an option for those companies that need rail. Besides opening the Canadian market to Texas, this would allow our businesses the opportunity to ship and receive products from all over North America without having to work with multiple railroads.

The Denton EDP urges approval of this trust as a first step towards making this merger a reality.

Best regards,



Cory A. Lacy
Vice President
Denton Economic Development Partnership
Denton Chamber of Commerce
(940) 382-7151
vp@dentonedp.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:

WWL Vehicle Services Mexico (WWS Mexico) has engaged in railroad related activities since its incorporation back in 2005. From 2008, we are fortunate to partner with the KCSM in being their terminal operators and vehicle processors at the automotive terminals of Toluca and Monterrey. Across our now 14 processing facilities, and serving 10 OEM customers directly, we load finished vehicles into railcars and coordinate dispatch for around one million units every year.

WWS 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.

In Mexico we currently coordinate and document export rail shipments for various OEM's, located across the country and with several destinations in the US and Canada. A reliable, safe and expedite deliver is paramount to accomplish our customer's wholesale targets, which likelihood is greater through a combination of CN and KCS. 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.

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. WWS 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.

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

Sincerely,


Roberto Zavala
Vice President Mexico Operations

WWL VEHICLE SERVICES (MEXICO) S. de R.L de C.V

Avenida Antea 1088 interior 702 Colonia jurica, C.P. 76100, Santiago de Querétaro, Qro. Mexico

www.2wgloba.com



STATE OF ARKANSAS

ASA HUTCHINSON
GOVERNOR

June 28, 2021

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

Dear Ms. Brown:

I am writing to voice my support of the voting trust proposed by Canadian National and Kansas City Southern and to request the Surface Transportation Board (STP) to give equal consideration of the proposal as to the previously approved Canadian Pacific and Kansas City Southern voting trust.

It is my understanding that the proposed Canadian National/Kansas City Southern trust uses the same trustee and mirrors the Canadian Pacific/Kansas City Southern proposal. Given that the previous proposal was deemed by the STP to meet the criteria for approval of such trusts and is identically structured, the Canadian National/Kansas City Southern trust should also be approved on the same grounds as a matter of fairness and impartiality.

Among the numerous expected benefits of this proposal, the Canadian National/Kansas City Southern transaction will strengthen competition by bringing a more robust competitor to the north-south rail lines in the heart of the U.S. where manufacturing is a key economic driver. Additionally, it will expand markets and create further efficiencies in the movement of goods between the United States, Canada and Mexico.

As Governor, I am grateful for the work of the STB to ensure our nation's railways remain competitive through fair practices that allow advancements while protecting our citizens and businesses. I am confident the approval of the Canadian National/Kansas City Southern proposed voting trust will be a step towards the successful completion of this transaction, opening greater opportunities for rail advancements in our state and throughout the region.

Thank you for your consideration of this important matter.

Sincerely,

A handwritten signature in blue ink, appearing to read "Asa Hutchinson", is written over a large, stylized blue checkmark.

Asa Hutchinson

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

Dear Ms. Brown:

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

C.B. Constantini Ltd. was founded in 1980 and has been a mainstay of the North American Agribusiness economy. We have been working with CN since 1995 and rely on them and their networks for the timely and reliable transport of our bulk grain shipments across North America.

As an essential service provider, we unequivocally support the 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.

We are proud of our 26-year relationship with CN and appreciate their outreach to us since April 20 regarding the proposed KCS-CN combination. We also believe this demonstrates their customer-focused approach to business and 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,



Carrie Lyle-Voce
Director of Operations

cc: Parties of Record



Central States Enterprises, LLC
2575 Lake Heathrow Lane
Heathrow, Florida 32746 USA
Phone: 407 333 3503

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 States Enterprises, LLC is a freight payor to Canadian National by shipping rail corn, soybeans, and wheat across and throughout the network. We are also a member of National Grain and Feed Association as well as National Freight Transportation Association.

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

Central States Enterprises, LLC 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,

William Shortal
VP Marketing

cc: Parties of Record



30 W. Pershing Road
Suite 200
Kansas City, MO 64108
816.374.5640
fax : 816.842.2865
KCSmartPort.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 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 1,400 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.

A CN and KCS merger is a good thing for Kansas City. The North American network strengthens the railroads ability to serve its customers and also positions Kansas City as the central point in the network. Kansas City's history as a significant rail center will be further strengthen with this merger.

Thank 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 816.374-5680.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Chris Gutierrez', with a stylized flourish extending to the right.

Chris Gutierrez
President

cc: All Parties of Record



7015 Macleod Tr, #603
Calgary, AB
T2J 2M3

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:

Linear Logistics has had a relationship with TransX and CN since our inception 8 years ago. They have allowed us to service the needs of hundreds of our customers across the entirety of North America and all modes of transportation.

Linear 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.

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

Sincerely,

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

Dean Duffin,
CEO Linear Logistics

cc: Parties of Record



MGT Management Inc. 7 Caldwell Point, Sylvan Lake, Alberta, T4S 0N4, 403-846-1573



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:

MGT Management Inc. has been a customer of CN's for five years. We ship to and from British Columbia and Ontario. They have provided exemplary service and we look forward to working with them for many more years.

MGT Management 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.

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

Sincerely,

A handwritten signature in black ink, appearing to read "Mike Tomlinson", followed by a long horizontal line extending to the right.

Mike Tomlinson
President & CEO

cc: Parties of Record

North West Agri Logistics Inc

Box 160 Cranberry Portage, Mb. R0B 0H0

**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

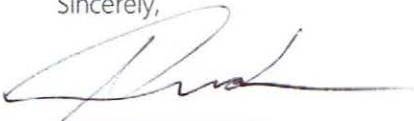
Dear Ms. Brown:

North West Agri Logistics Inc. has had excellent service relationship with CN from the time we established our Facility some five plus years ago shipping to various Grain Port Facilities accessed by CN. It is encouraging that the expansion could provide direct access to new markets in the US and Mexico.

North West Agri Logistics 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.

North West Agri Logistics Inc. is proud of our sixth 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,



Leonard A. Gluska

President

cc: Parties of Record



Occidental Chemical Corporation *OxyChem*
A subsidiary of Occidental Petroleum Corporation

14555 Dallas Parkway, Suite 400, Dallas, Texas 75254-4300
P.O. Box 809050, Dallas, Texas 75380-9050

Tom O'Brien
Vice President, Supply Chain

June 28, 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:

OxyChem is a leading manufacturer of polyvinyl chloride resins, chlorine, and caustic soda — key building blocks for a variety of indispensable products that touch everyday life. OxyChem relies on Canadian National Railway Company (CN) and Kansas City Southern (KCS) to provide safe and efficient rail transportation for multiple manufacturing sites.

OxyChem supports approval of CN's voting trust. CN proposes the same voting trust structure as CP, which the Board recently approved with a modification. For the reasons the STB provided in making its decision, we believe 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.

OxyChem values our relationship with CN and KCS and appreciates their collective outreach to us regarding the proposed CN-KCS 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. We look forward to seeing CN's commitment to fairness and efficiency reflected in the STB's review of the voting trust.

Sincerely,

Thomas P. O'Brien
Vice President – Supply Chain



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

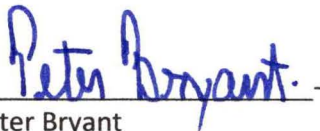
Dear Ms. Brown:

SPI Logistics ("SPI") has had a business relationship with CN going back many years and has been very happy and satisfied with the service they have provided.

We fully support CN seeking approval of its voting trust for the same reasons STB provided in making its decision on CP's.. This will enable KCS and its shareholders to make a fair and informed decision when choosing between the competing offers.

SPI is proud of its long relationship with CN and believes the merger with KCS will benefit its business partners and shareholders alike. Their voting trust and their request that this be reviewed concurrently with STB's review of CP's trust is not only a fair and reasonable one but it should be part of the due diligence in examining the merits of the proposed offers. It will also give all parties involved the opportunity to do the same.

Sincerely,
For SPI Logistics



Peter Bryant
VP Legal & Corporate Affairs

cc: Parties of Record