



PORT COLBORNE

MAYOR'S OFFICE

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June 9, 2021

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

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

The City of Port Colborne 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.

The City of Port Colborne is uniquely situated 30 minutes from the U.S. border. Our industries depend on rail as an important mode of transportation for their products.

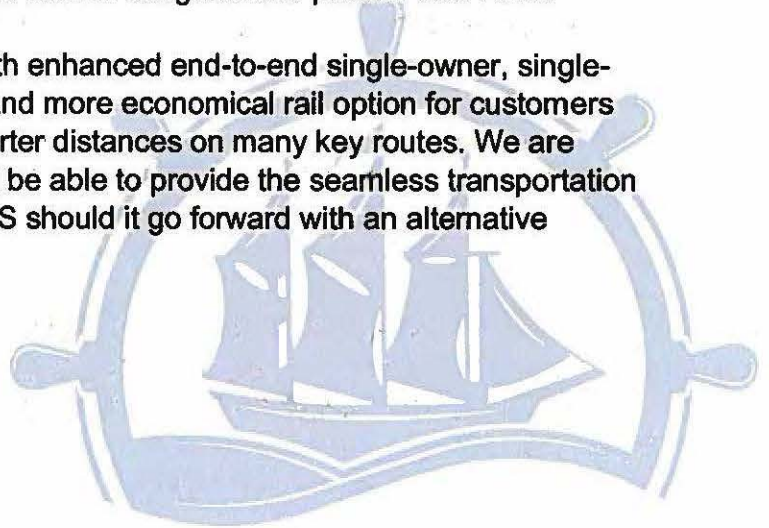
We believe that a combination of CN and KCS would help their customers to win their markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve customers needs. Additionally, CN's successful record 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 customers where they currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.



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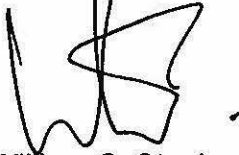
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July 12, 2021
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Finally, we were encouraged by the STB's decision to approve the voting trust for CP's proposed acquisition of KCS and urge the STB to promptly reach the same decision with respect to the identical voting trust put forward for CN's proposed acquisition of KCS. Approving their voting trust will allow KCS's shareholders to make a fair and informed decision on combining with CN.

The City of Port Colborne 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 'W. Steele', with a stylized, overlapping loop structure.

William C. Steele
Mayor