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

Re: Ex Parte No. 775, *Growth in the Freight Rail Industry*

Dear Ms. Brown:

On behalf of Canadian Pacific Kansas City Limited and its U.S. rail carrier subsidiaries (collectively “CPKC”),¹ I am writing to provide the Board with a preview of the topics that John Brooks, CPKC’s Executive Vice President and Chief Marketing Officer, intends to cover in his oral testimony in this proceeding (which he anticipates will be accompanied by a short PowerPoint slide deck).

Mr. Brooks will provide an overview of the record of CPKC and its predecessors (CP and KCS) in achieving growth in recent years across a wide array of commodities, and how the combination of CP and KCS to form CPKC has been a catalyst for further growth opportunities. Mr. Brooks will address the key strategies that have contributed to CP’s, KCS’s, and CPKC’s success in meeting shipper needs and expanding the volume of traffic shipped by rail, including the steps CP and KCS have taken to enable the provision of reliable and predictable service and to unlock additional rail capacity through the better use of existing assets and targeted investments in new capacity.

Mr. Brooks’ testimony will illustrate CPKC’s growth strategies through a series of examples highlighting how CPKC has worked with customers to develop services that better meet their needs and thereby unlock volume growth, including:

¹ CPKC’s U.S. rail carrier subsidiaries include Soo Line Railroad Company; Central Maine & Quebec Railway US Inc.; Dakota, Minnesota & Eastern Railroad Corporation; Delaware & Hudson Railway Company, Inc.; The Kansas City Southern Railway Company, Gateway Eastern Railway Company, and The Texas Mexican Railway Company.

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- Successfully developing innovative equipment and facility solutions, supported by strategic investments, to serve automotive shipping lanes across a combined network that spans the United States, Canada, and Mexico;
- Creating a service product that offers reliable, truck-like service capable of competing successfully against trucks and thereby taking trucks off the road;
- Successfully coupling reliable, truck-like services across CPKC's combined network with available industrial development space on railroad-adjacent lands to support investment in new shipper facilities, furthering the growth in the transportation of perishables;
- Expanding the capacity of CPKC's network to support growth that benefits large groups of current and future rail shippers, including through major investments in mainline and intermodal terminal capacity; and
- Focusing strategically on extending CPKC's service reach through working with connecting shortlines and by developing transloads, one example of which involves CPKC's success in expanding the rail movement of lumber on behalf of numerous shippers, large and small, from origins in Canada to the fast-growing markets in the United States Southwest.

Mr. Brooks will explain how each of these contexts reflects ways that CPKC has been able to leverage its operational discipline and superior asset utilization, augmented by targeted strategic investments, to develop and deliver reliable, thoroughly-planned service offerings that meet the transportation needs of its customers and thereby support growth in rail traffic.

Mr. Brooks looks forward to responding to questions that Board members may have about his testimony to the extent appropriate in a public forum.

Please contact me if you have any questions.

Respectfully submitted,



David L. Meyer

*Attorney for Canadian Pacific
Kansas City Limited*