

Surface Transportation Board
Office of the Chief Counsel
395 E Street SW
Washington, DC 20423

ENTERED
Office of Chief Counsel
November 13, 2025
Part of
Public Record

Re: Proposed UP-NS Merger, Docket No. FD 36873

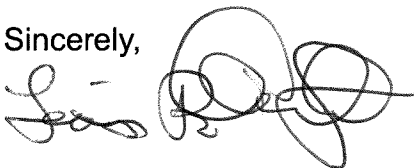
Dear Office of Chief Counsel,

Businesses across Missouri, particularly in the manufacturing and industrial sectors, depend on reliable, efficient, and competitively priced rail service to sustain operations and meet growing supply chain demands. The strength of Missouri's economy, and that of the broader region, is closely tied to a robust freight transportation network.

The proposed merger between two of the largest railroads in the United States raises concerns about the potential reduction in rail competition. A consolidation of this scale could lead to service disruptions, increased congestion, diminished reliability, and higher costs for rail users. These effects would ripple throughout the business community and the local economies these businesses support.

Maintaining a competitive freight rail environment is essential to ensuring fair pricing, high service standards, and continued economic development. As this proposed merger advances to formal review, I respectfully urge the Surface Transportation Board to thoroughly assess the implications on competition, service quality, and operational efficiency, especially in states with significant manufacturing and freight-dependent industries like Missouri.

Sincerely,

A handwritten signature in black ink, appearing to read 'Lisa Chambers', with a large, stylized circular flourish at the end.

Lisa Chambers

Cc: Parties of Record
Governor of Missouri
Members of the Missouri Congressional Delegation