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February 5, 2016

BUSINESS COUNCIL  
OF ALABAMA

The Honorable Daniel R. Elliott III, Chairman  
United States Surface Transportation Board  
395 E Street, SW  
Washington, DC 20423-0001

The Honorable Ann D. Begeman, Vice Chairman  
United States Surface Transportation Board  
395 E Street, SW  
Washington, DC 20423-0001

The Honorable Debra Miller  
United States Surface Transportation Board  
395 E Street, SW  
Washington, DC 20423-0001

2016 FEB -9 PM 1:35  
OFFICE OF CHAIRMAN

Dear Chairman Elliott and Surface Transportation Board Members:

I am writing to you as the President and CEO of the Business Council of Alabama (BCA). The BCA is a non-partisan statewide business association representing the interests and concerns of nearly 1 million working Alabamians through its member companies and its partnership with the Chamber of Commerce Association of Alabama. The BCA is Alabama's exclusive affiliate to the U.S. Chamber of Commerce and the National Association of Manufacturers.

Attempts by the Canadian Pacific Railway (CP) to acquire Norfolk Southern Corporation (NS) have made headlines recently in the national financial news and I am concerned this potential transaction could have a negative impact on our industries and business in Alabama. Specifically, I am troubled by the published statements made by Mr. Hunter Harrison, CP's Chief Executive Officer (CEO), regarding his strategic plan to aggressively downsize NS railroad facilities, reduce its equipment fleet, and downsize the workforce; all without having full knowledge of the railroad's operating plan, long term strategic plan, or its customers.

Norfolk Southern is a valued partner in industrial and economic development with the State of Alabama and the communities its railroad serves. With more than 1,300 miles of track, plus its connections with 11 shortlines and dozens of trucking companies, NS provides rail service to a significant portion of Alabama's manufacturing and commercial shippers. Any disruption in this service could be catastrophic to Alabama's economy. NS is one of four Class 1 railroads operating in Alabama. NS and CSX cover the majority of the state. They along with BNSF and CN, provide competitive options to rail service. In addition, the jobs of the more than 1,650 Alabamians currently employed by NS would be in jeopardy, and the benefits NS provides to its more than 800 retirees would be reduced.

A takeover of NS by CP would endanger these investments in our state and disrupt our ongoing efforts to continue growing Alabama's economy. It is my hope that the STB will continue to consider the economic impact that this *potential* merger will have on the states in which NS currently operates.

Respectfully yours,

William J. Canary

A large, stylized handwritten signature in blue ink, appearing to read 'W. J. Canary', written over the typed name.