

Martinsville

HENRY COUNTY VIRGINIA

Growing Your Business is Our Business.™

February 3, 2016

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

Dear Chairman Elliott and Surface Transportation Board Members:

The purpose of this letter is to voice my concerns regarding Canadian Pacific Railway's (CP) unsolicited proposal to acquire Norfolk Southern Corporation. Norfolk Southern has been vital to the manufacturing growth of Martinsville-Henry County for more than one hundred years. In fact, without Norfolk Southern our community would not have grown over the years nor have a solid future in the arena of economic development.

CP has publicly indicated that they intend to take over Norfolk Southern by merger or by a proxy fight and impose their brand of austerity. It is my understanding they are aggressively soliciting customer support and have obtained a number of letters from relatively small customers. It's not my intention to suggest how the Canadian Pacific operates its business, but Norfolk Southern's history of high quality service is essential to Martinsville-Henry County's economic Strategic Plan. In fact our relatively small community of 66,000 population is currently investing sixty million dollars in an advanced manufacturing rail served industrial park known as Commonwealth Crossing Business Centre (CCBC), which is currently being graded and will be open for business Q2 of this year. Without Norfolk Southern's design help and future service, we would not have undertaken such a game-changing project for our community.

We believe any rail service change may jeopardize the aggressive approach to business and economic development that Norfolk Southern is well known for. Martinsville-Henry County is counting on Norfolk Southern's Industrial Development team to assist in site identification and development, marketing and project management when prospects visit.

An extended proxy fight could be a significant distraction and send Martinsville-Henry County prospects elsewhere. We also believe that should the CP be successful in securing control of Norfolk Southern, they would eliminate any meaningful level of support for economic development as they have on their

own railroad. For a community fighting to rebuild its manufacturing base, any lessening of the current rail service afforded by Norfolk Southern would be devastating to our region.

Thank you for your consideration.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Mark Heath". The signature is fluid and cursive, with the first name "Mark" being more prominent than the last name "Heath".

Mark Heath, President & CEO

Cc: Dan Motley