

Larry Hogan
Governor
Boyd K. Rutherford
Lieutenant Governor



Maryland Port Commission
Pete K. Rahn
Chairman

February 12, 2016

Brenda Dandy
Donald C. Fry
Dr. Donté L. Hickman, Sr.
David M. Richardson
Walter Tilley, Jr.
Theodore G. Venetoulis

Chairman Daniel R. Elliott, III
Vice Chairman Deb Miller
Member Ann D. Begeman
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423

James J. White
Executive Director

Dear Chairman Elliott, Vice Chairman Miller, and Member Begeman:

I am writing to you in strong opposition of Canadian Pacific's (CP) attempt to either merge with or acquire Norfolk Southern (NS).

NS has been a longtime partner of the Port of Baltimore. They have played a role in helping to grow the Port by repeatedly investing in rail infrastructure and providing service for many years to our mutual customers. They are also an important part of the Port of Baltimore's future plan to accommodate double-stack containers.

The Port of Baltimore is very diverse in its cargo mix. This requires a multitude of skills to serve its customer base. NS has the people, skills, and the knowledge in moving these cargoes over long distances.

The relationship between NS and the Port of Baltimore is a unique one. NS shares tracks along the Northeast Corridor with two passenger trains, Amtrak and MARC. A merger or takeover by CP could reduce the effectiveness of this shared schedule, thereby jeopardizing freight and passenger services. This is a strategic puzzle that has to be in focus for both short and long term planning.

NS has been a very good partner to the Port of Baltimore. They do not have on-dock service at our primary container terminal so they use dray trucks to transport containers out of the port to link up to their network. That shows their commitment to this port and being a good partner.

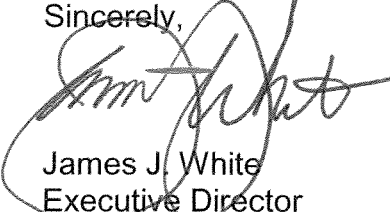
In addition, NS recently assisted us with moving extremely large pieces of power generating equipment that the Port of Baltimore handled. NS has the expertise, relationship, and commitment to good cargo-handling that ports desire. We are concerned that the CP focus is on indiscriminate cost cutting at the expense of service and safety.

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A takeover by CP would further reduce rail competition in the northeast, which can ill afford more consolidation as it is. Moreover, I am very concerned that CP's focus on reducing costs will directly impact the dependable service that we have come to expect from NS and that we would expect in the future.

I do not see any public benefit to a merger or takeover. With that, I respectfully ask you to not support this attempted aggressive action by Canadian Pacific.

Sincerely,

A handwritten signature in black ink, appearing to read "James J. White", written over a circular stamp or seal.

James J. White
Executive Director