



February 11, 2016

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

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

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

Dear Chairman Elliott and Surface Transportation Board Members:

On behalf of the St. Louis Regional Chamber, the St. Louis bi-state regional chamber of commerce and economic development organization, we urge the U.S. Surface Transportation Board to carefully consider Canadian Pacific Railway's intention to ask Norfolk Southern shareholders to pressure the railroad's management and board to start merger talks with the Canadian Pacific.

NS is a highly valued partner in Greater St. Louis's economic development endeavors. They service automotive manufacturing facilities in Missouri that have enjoyed tremendous expansion over the past five years and today build some of the most popular vehicles in the U.S. The Illinois rail network is crucial to the movement of agricultural goods and products, energy resources, merchandise and other goods that are shipped across the U.S. and around the world.

The St. Louis bi-state region has the third-largest rail hub in the U.S., served by six Class 1 Railroads that connect to five local and short line railroads. St. Louis is one of the few gateway cities where rail traffic can transfer between and originate from both the eastern and western railroads. Much of our region's economy is built around this transportation infrastructure, and anything that takes away from its robust nature might very well damage our region. We respectfully ask that you examine this transaction carefully and consider any potential negative impact on the service and competitive pricing afforded the St. Louis region.

Sincerely,

A handwritten signature in blue ink that reads "Jim Alexander".

James F. Alexander
Vice President, Economic Development

JFA/flh