



Subaru of America, Inc.
Subaru Plaza
P.O. Box 6000
Cherry Hill, NJ 08034-6000
856.488.8581

December 8, 2015

Chairman Daniel R. Elliott III
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423

RE: Canadian Pacific –Acquisition and Operation of Norfolk Southern Railway Company

Dear Honorable Chairman Elliott:

Subaru of America submits this letter in opposition to the proposed acquisition and operation of Norfolk Southern Railway Company by The Canadian Pacific Railway.

Subaru of America is an Automotive Company that depends upon a national rail network that provides reliable and sustainable rail service at competitive costs. Our company ships finished automobiles via multi-level railcars from our Lafayette, IN assembly plant, serviced via Norfolk Southern to our retailer network though out the United States.

Subaru of America opposes the proposed Norfolk Southern acquisition as we believe it would limit the competitive balance among the existing North American Railways. Subaru of America supports the current management and the direction of which Norfolk Southern is currently operating.

Sincerely,

A handwritten signature in black ink, appearing to read "Larry Strug", is written over a horizontal line.

Larry Strug
National Transportation Manager
Subaru of America