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January 25, 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 Deb Miller
Member, United States Surface Transportation Board
395 E Street, SW
Washington, DC 20423-0001

Dear Chairman Elliott and Surface Transportation Board Members,

I am writing you today, to express our support regarding Canadian Pacific Railway Limited's (CP) proposal to acquire Norfolk Southern Corporation (NS).

Established since 1992 in Lac-Mégantic, Québec, Tafisa Canada is one of North America's largest particleboard and thermofused melamine manufacturing facilities. Over the past 20 years, the company has quadrupled its production, increased its employee base from 60 to 325 and firmly established itself as an industry leader. Tafisa is a subsidiary of the Sonae Indústria Group in Portugal.

Selling its products to both residential and commercial markets, Tafisa has maintained a balanced share of business between Canada and the United States. Each year, more than 2500 railcars of finished products are shipped using Canadian Pacific's rail.

Tafisa Canada believes a CP-NS combination will create a transcontinental railroad with the scale and reach to deliver improved levels of service to us and enable us to better serve our own customers and communities, while improving safety and enhancing competition.

CP's proposal is a timely one that introduces a number of positive, future-focussed ideas to vastly improve North America's transportation network. We believe the proposal is in the public interest, as it would improve overall service while creating meaningful competition amongst the Class 1s. Specifically, we believe the following points in CP's proposal are key:



- increasing capacity for all shippers without creating the need for more infrastructure
- creating efficient, reliable single-line service
- eliminating the "bottleneck approach" when quoting rates and instead quoting rates to which gateway the shipper requests
- offering unparalleled customer service and competitive rates

For the above reasons, Tafisa Canada supports the proposed CP-NS combination. We urge the Surface Transportation Board to judge the proposal on its merits and we look forward to a positive outcome.

For additional information, we invite you to contact Ms. Christine Couture, Supply Chain Manager at Tafisa Canada. You may write her at ccouture@tafisa.ca.

Sincerely,

A handwritten signature in black ink, appearing to read 'L. Brassard', written in a cursive style.

Louis Brassard
Chief Executive Officer

cc: Keith Creel
President and Chief Operating Officer
Canadian Pacific