



February 5, 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:

I am writing to you regarding Canadian Pacific Railway's (CP) unsolicited proposal to acquire Norfolk Southern Corporation (NS). Quite simply, I would encourage the Surface Transportation Board to very carefully scrutinize this proposed acquisition with an eye toward any potential negative impact on the service and competitive pricing afforded Missouri industry.

NS is a highly valued partner in Missouri's economic development endeavors. They serve automotive manufacturing facilities in Kansas City (Ford) and St. Louis (GM) that have enjoyed tremendous expansion over the past five years and today build some of the most popular vehicles in the US. NS representatives work regularly with communities large and small across our state's central east-west corridor to identify and help develop rail-served industrial sites so that we may compete for new investment. These would likely not be the priorities of a newly merged entity focused on cutting costs and finding "synergies."

In Kansas City and St. Louis, Missouri is home to the 2nd and 3rd largest rail hubs in the nation, offering service by all six Class 1 railroads. Much of Missouri's economy is built around this transportation infrastructure, and anything that lessens its robust nature might very well damage our state. I respectfully request that you examine this transaction carefully in the context of what I've outlined above.

Very truly yours,

Steven S. Johnson
CEO